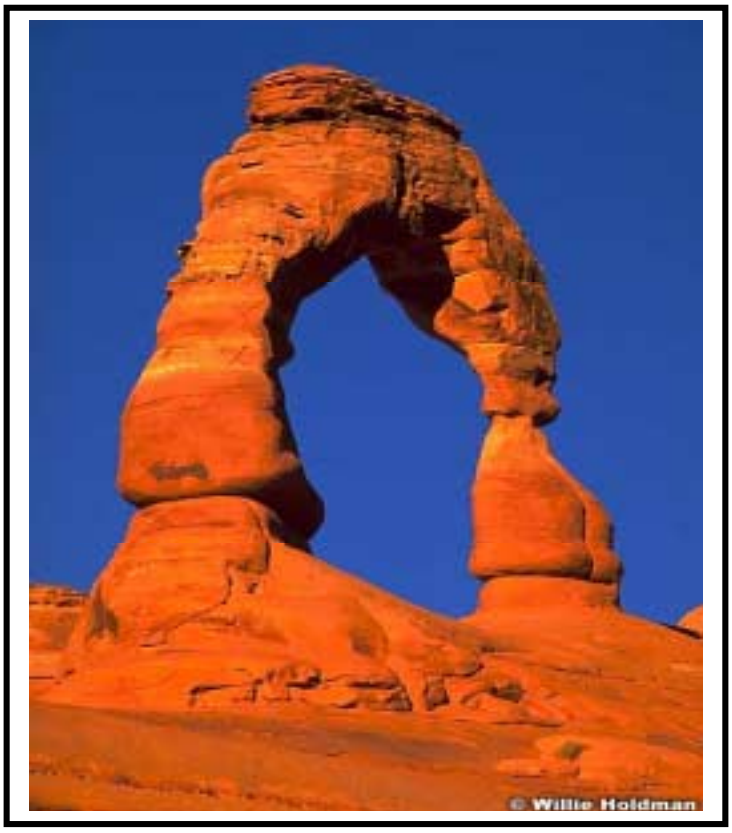
June 2001

UTAH TECHNOLOGY REPORT

STATE RANKINGS



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Executive Summary

The Rankings Report

"The reality is that, independent of whether you believe rankings accurately reflect quality, the perception of the outside world is [that] it does and consequently resources flow to [those] who are highly ranked."

A U.S. College Dean,
As quoted in "The Rankings Game:
Managing Business School Reputation"
By Kevin Corley and Dennis Gioia

Introduction

Rankings are important to the State of Utah because they represent instances wherein the State momentarily relinquishes its control of its own reputation, and allows it to be controlled in a very literal way by a rankings service, national magazine, special interest, or industry association.

Of course, the press and other institutions access Utah's reputation every day, and the State employs throngs of public relations and press staff to head off damage and regain control of Utah's reputation and message. However, rankings are a unique case of reputation management, because in many cases, the State must apply to the ranking service to even stand a chance of being ranked in a forthcoming list. In essence, Utah hands over its reputation to ranking services with a hope that the damage will be minimal.

Which would seem irrational—except when you consider that by allowing national rankings services and high profile newsweeklies and political activists to rank Utah, Utah stands to gain huge notoriety. And when rankings deal with economic or business climate, the stakes are even higher.

The purpose of this report is threefold. First, we propose to give an account of the rankings process, and of how we can make this high-stakes "game" more rewarding and less risky. Second, we discuss about 50 rankings in full detail, summarizing each one and giving observations about the criteria used and decision rules employed. Finally, along with each description of the rankings and criteria, we provide recommendations for how to improve Utah's status in the rankings.

Research Methods

Our research methods included the following:

- The team researched the "rankings game," which has a well-developed literature in the budding field of academic rankings control at universities. We applied this scholarly research and the experiences of academic institutions found in the press and scholarly journals to the states rankings, and to Utah's rankings performance.
- We relied heavily on Internet research to find rankings services. We used search engines to search for rankings.
- Most effectively, we located rankings reports by searching states' Websites for press releases heralding a newly released rankings report. That way, we were able to see which rankings mattered to states, and which rankings other states were looking at.
- We measured credibility of rankings by how visible the ranking was (high-circulation national magazines are the most credible), how scholarly the research was, how high Utah was ranked, how objective the criteria were, and how often the rankings were cited by other states on their Websites, and how often newspapers and national magazines cited the reports.
- We selected from our original pool of about 70 rankings a sample of over 50 rankings to analyze. The sample was selected based on Utah's rank in the lists (rankings that list Utah at the extremes of their lists are favored), relevance to current political and policy issues in Utah, instructiveness of the ranking, and uniqueness. For example, we included a few smaller rankings that demonstrated "rankings game" concepts well—e.g., reputation management, the power of special interests over states' reputations, the importance of the rankings' title, the importance of evaluating the criteria before deciding to publicize a ranking.

Findings

General Findings

The findings that follow are subdivided into sections that follow the organization of our full report.

Reputation Management

- *Rankings are a game.* Reputation management requires the State to play a "game" in which it intermittently controls and relinquishes control of reputation in order to gain publicity, notoriety, and prestige, and eventually, economic benefits.
- *The rankings game has rules.* The rules of the rankings game are that Utah must play; Utah cannot quit playing once it has begun playing; there is no provision for protest within the game; the criteria for the game are subject to change; and Utah can ever win the game.

- *Rankings are dangerous.* Rankings represent chances for Utah's reputation to grow, but by appearing on the lists, Utah may also become notorious in negative ways. If Utah is consistently ranked low in a certain area, those who read the rankings will begin to interpret the low rank as a marketing message, which will in turn brand Utah in a way contrary to its branding message. For example, Utah brand itself as a healthy state, and generally succeeds in the rankings, which bolsters the State's brand. However, the rankings in certain areas, like infant immunizations, are consistently the lowest in the nation. Over time, this will erode public perception of Utah as "the Healthy brand."
- *Rankings are necessary.* Rankings, while posing a threat to reputation, are read and relied upon by many potential residents of the State, as well as many potential Utah businesses considering relocation. If Utah fails to participate or show up well in the rankings, it will have fewer opportunities for economic growth.

High Tech Rankings

- *Utah has a good reputation in the high tech sector.* Despite numerous deficiencies, Utah does very well in the high tech sector, usually scoring between fifth and fifteenth in the nation.
- *Rankings scoring Utah lower than the top fifteen are usually based on too few or too narrow of criteria to be really credible.* The most holistic rankings of Utah's high tech sector rank Utah in the top fifth of the states.
- *Utah is consistently ranked high in certain areas.* Almost all high tech rankings put Utah at the top of their lists for high growth companies, entrepreneurial activity and potential, and digital infrastructure.
- *Utah is consistently rated poorly in certain areas.* Utah's venture capital funding (addressed in other reports), technology transfer process, and output of science and engineering students who stay in-state are documented weaknesses. In actual high-tech output, Utah's cities are not ranked high.

Business, Economy, and Wealth

- *Utah is a good entrepreneurial state.* The State is consistently cited at the top of the lists for entrepreneurial environment.
- *Business environment is a Utah strength.* Utah's tax climate is fair, and while its incentives are never ranked above the low 40s, the State is often recognized as a prime location for business because of its connection to good financial institutions, liberal credit policies, pro-business policies, and general quality of life.
- *Utah has too few large, public companies headquartered within the State.* Utah needs more high-growth, large employers in the State.
- *Utah's actual output is not at the top of the lists.* In actual dollars of output, Utah's economy is small, but growing.

Quality of Life

- *Utah is a recognized quality of life leader.* Utah is an undisputed leader in quality of life. All reputable rankings place Utah at the top of their lists. The most recent quality of life ranking, "Most Livable Cities," which was released one week before the publication of this report, placed Utah in its top ten.
- *Utah's quality of life strengths are health and economy.* Utah's healthy lifestyle and strong, growing economy are the reasons for its high quality of life.
- *Utah's quality of life weaknesses are crime and education funding.* While violent crimes in Utah are below the national average, property crimes are some of the highest in the nation. Also, education funding consistently holds our overall quality of life rankings back.

Education

- *Education funding is the chief reason for Utah's low rankings.* In absolute terms, Utah has the second lowest levels of education funding.
- *Utah has large class sizes.* Large classes are a problem for Utah in education rankings.
- *Utah is known as a well educated state.* Rankings consistently place Utah at the top of high school and college attainment.
- *Too many science and engineering students leave Utah after graduation.* About half of Utah's graduates from the two major state universities leave the state to work.
- *Education rankings are biased against Utah.* The rankings invariably rate Utah by its spending in dollars, rather than the percentage of its budget spent on education, in which Utah spends more than any other state. Higher education rankings score Utah's universities low because our graduates take longer to graduate than other states. This is a cultural and religious difference that is not tolerated by many of the rankings.

Business Schools

- *Utah has fine business schools.* Utah's graduate business schools are consistently rated in the top 50 in the nation, and are rated much higher than that for cost-benefit ratio.
- *Utah's business school rankings bring the State notoriety.* Utah is known as a well-educated state, and a business mecca. However, Utah's business graduates leave the state about half the time.

Social Services and Health

- *Utah is one of the healthiest states in the nation.* Because Utah has the lowest smoking rates, heart disease rates, cancer rates, and some of the lowest mortality rates in the nation, the State scores consistently in the top five healthiest states across all rankings surveyed.
- *Utah has severe health weaknesses.* Utah is deficient in infant immunizations, prenatal care, health insurance coverage (adults and children) and is consistently

ranked low in auto deaths. Utah has a high AIDS and infectious disease rate compared to the national average. Utah has a higher rape rate than the national average, as well.

- *Utah is a good place to raise children.* Utah's low child and infant mortality rates are the driving factors in making it a good place to raise children.

Recreation

- *Utah's ski resorts are ranked in the top of the most reputable rankings.*
- *Utah's natural beauty is well-recognized.*

Environment

- *Utah has a poor environmental reputation.* Despite its image as a pristine recreation mecca, Utah also has a reputation for poor air quality, weak environmental policies, and environmentally unfriendly legislators.

E-government

- *Utah has a highly digitalized state government.*
- *Utah's high-tech state government is well-managed.*
- *Utah can improve its Website and digital government.* Utah's Website lacks sufficient interconnection with federal and e-commerce sites, and lacks direct, timely access to legislative and court proceedings electronically.

Recommendations

Reputation Management

- *Utah must play the rankings game.* Rising in the rankings will require Utah to market itself aggressively to editors and journalists.
- *Utah should have separate but complimentary PR and marketing strategies.* Utah's rankings strategy is a PR strategy. It relates to PR because it involves reputation management and damage control. But because it tells us whether the world is getting the branding messages marketers are putting out, and because rankings act as marketing/branding messages themselves, PR and marketing are for some reason thought of in unified terms. While they must compliment one another (because rankings are multi-purpose), PR should be in the business of controlling access to Utah's reputation and controlling damage done and publicizing successes. Marketing, on the other hand, has the separate charge of helping Utah rise in the rankings.
- *Managing its reputation will require Utah to make policy changes.* Not all problems can be solved by marketing better and controlling messages about the State. Some problems will require that the State take action legislatively, and others will require administrative changes. Others will require the Governor's Office to coordinate new policy efforts.

High Tech Economy

- *To rise in the rankings, Utah must seek to unite its metropolitan economies.* Utah is hurt in the municipal rankings because most often Salt Lake, Ogden, Orem, and Provo are treated as four separate cities or as two separate cities. If they were counted as one metroplex, the cities would stand a chance in the municipal rankings. Such municipal union will face political opposition from Utah County, which will not want to urbanize more than it has to. It will also require TRAX to expand service to Utah County. The economies of Utah, Davis, and Salt Lake counties must be spatially and economically integrated. Commuting must be facilitated. Businesses should have branches in both valleys.
- *Utah must aggressively market itself.* Many of the high tech rankings are subjective and editorial in nature. Utah marketers should get editorial calendars from the national magazines and high tech industry magazines and aggressively advertise the State several issues prior to the planned release of a rankings report. Wining and Dining editorial staffs and journalists will help get state profiles in the top industry and news magazines.
- *Concentrate on "new" developments in Utah.* Utah is a high tech story that has been done to death. To continue to be newsworthy enough to appear in the subjective high tech rankings, Utah marketing must focus on new developments in its economy, rather than on the same things that made Utah famous in the first place.
- *See other technology reports for substantive and policy changes required for moving up in the high tech rankings.*

Businesss, Economy, and Wealth

- *Tax policy conundrum.* Change in Utah's tax policy would automatically put Utah in a higher rankings bracket. However, such changes are risky, despite their political popularity. Utah ranks fourteenth in percentage of income paid in taxes (we are a high tax state). But, since it also spends the most on education (70 percent), it has very little income left over for other endeavors. Cutting taxes to become more business friendly or wealth friendly is not necessarily wise or feasible. Better yet would be expanding Utah's tax base, except that expanding the tax base will require more businesses to locate here, and more wealth-friendly policies.
- *Aggressive marketing.* Aggressive marketing of Utah's other strengths could overcome tax barriers to development and growth. Marketing must focus on what people want to buy from Utah—what they expect to buy from the State—as complete rebranding would be a high-cost, high-risk alternative.
- *The measures of income must be changed.* Per capita income is almost exclusively considered in the rankings. A more appropriate measure for Utah would be household income. Utah must use heavily quantitative PR to prove to rankings services that household income is a more culturally fair and statistically compelling measure of income.

Quality of Life

- *Marketing.* Our report recommends several marketing strategies for increasing the position of Utah in the quality of life rankings. Utah must retain its squaky-clean image, since all the states at the top of the rankings have clean-cut, wholesome images. But that image is not incompatible with high growth.
- *Improved transportation infrastructure should be emphasized.* TRAX and UTA improvements, as well as I-15 completion should be heralded to the quality of life rankings services. These should put us higher in the rankings, but they need to be publicized outside the State.
- *Crime rate is too high.* Crime policy is failing to bring up our property crimes, rape, and crimes against children. The State must make very public endeavors to find out why, and to correct the problem. The emphasis for purposes of rankings, though primarily on solving crime problems, should be to publicize the *efforts*, which will increase our rankings as a State taking charge of its safety and criminal concerns.

Education

- *The State must prevail upon rankings services and editors to change education measures.* The measures of educational spending, attainment, and completion time, are culturally and religiously biased. Rankings of education fail to provide accurate assessments of Utah's actual performance.

Business Schools

- *Learn from business schools.* Since it cannot do much to change business school rankings, the State should at least learn from their experience with the rankings game. BYU is especially good at predicting where it will rank, and at controlling the rankings with non-policy, marketing-based, low-cost changes.

Social Services and Health

- *Evaluate policies on children's health.* The State must understand why its infant and child mortality rates are so low, despite the fact that prenatal care and child immunization are the lowest in the nation. The State should evaluate its efforts to increase immunizations and prenatal care, as the rankings have been basically the same since 1994, with little improvement. It appears that efforts to bring up infant and prenatal care rankings have not worked.
- *Insurance.* Utah's adults and children are not insured as much as they should be. Efforts to convert the employed population to full-time jobs rather than the abundant part-time jobs currently existing (we rank very high in part time employment) are worth continuing.
- *Marketing.* Continue to send the message that Utah is one of the healthiest states in the country. Use the State's high rankings to generate publicity and to prod businesses to purchase insurance plans for their employees.

Recreation

- *Marketing solutions.* Since Utah's recreation is naturally occurring, the best way to improve our rankings would be through marketing. Since the rankings are generally by editorial or reader vote, more national advertising of Utah's skiing and summer destinations must be undertaken to improve in the rankings. The State should especially concentrate its ads in national publications that have high circulations and that actually publish rankings. Advertising in rankings issues is a good idea, too, since it draws attention to the State, that the rankings might leave out. Despite the power of rankings, a picture is still worth a thousand words.
- *Use Olympics.* The 2002 Olympics will be a perfect opportunity to highlight the recreation amenities of Utah, and to encourage editors and journalists to sample them. We predict that the Olympics will automatically raise Utah's prestige in the recreation rankings.

Environment

- *Highlight outdoors.* Regardless of what Easterners say about Utah's environmental record, pictures of our pristine wilderness and red rocks and spectacular mountains are more powerful than all the policy criticisms (and improvements) that could be made in the short term. National advertising showing the natural beauty of Utah will allay public concerns over Utah's environmental problems by showing them the real Utah. All this without the aid of a single policy change.
- *Air standards legislation.* Air quality is important, and Utah has some of the worst air of any state, according to most quality of life rankings. Without specific policy action, we will not rise in the rankings.

General

In general, marketing will solve many of our rankings woes, and make sure Utah, which is ranked well almost across the board, is ranked even higher in years to come. For such a small state, Utah is remarkably well-regarded by the rankings services. Marketing will increase the time the services and editors devote to thinking about Utah, which should increase our opportunities to expose our strengths to the world, and should increase the numbers of rankings in which Utah is ranked favorably.

Introduction

Positioning Utah to Lead the High-Tech World

"(Insert your state's name here) is a national leader in the high-tech industry."

Often-found phrase from
State Websites, Press Releases,
Speeches, and Conferences

Perhaps the "quote" above is too cynical. If it were really true that any state could claim leadership in the high-tech industry, there would be no credibility in citing state rankings. But, despite the alarming rarity of finding a state that does not consider itself a high-tech leader, it is clear from the rush to declare one's state the winner in the high-tech industry that there is an air of legitimacy in being ranked at the top of a list of states. Certainly, rankings carry a lot of weight with the public—are in many cases, the measure of excellence or attainment, *par excellence*, insofar as the public and industry perception are concerned (Corley & Gioia 2000, 2).

Rankings do mean something, though what they mean is not always clear. While being the Number One High-Tech State is impressive-sounding, what does it take to be Number One, and how "good" is being Number Fourteen? Further, while it may be immediately obvious what "Number One Cattle Producing State" means, less concrete rankings abound: Best Educational Quality, Best Place to Raise a Child, the Top Ten Coolest High-Tech Companies. Finding meaning in the rankings, then, becomes our project.

What do the Rankings Mean?

The meaning of the rankings—the meaning of leadership in industry or education or quality or efficiency—depends, to a large extent, on how the rankings information is used. First, rankings can boost public awareness of important issues. The Utah Education Association has used the rankings of education funding produced by the Department of Education to highlight Utah's need for educational improvement. There is power in saying that Utah's educational funding ranks dead last, other considerations aside. It highlights the importance of the educational funding issue.

Likewise, there is power in being able to say that Utah is number 50 in United States for the number of out-of-wedlock marriages (National Center of Health Statistics 2000). It highlights the importance of children, of marriage, of families, and other issues that are politically and socially salient in the State of Utah.

Second, state rankings can be used to increase public confidence. A significant rise in the rankings, say from the high 40s to the low 30s, can help demonstrate the success of specific policies, and show the public that the current program is on the right track. Rising in the rankings shows Utahans that "objective" outsiders have recognized our efforts to improve and our successes in making needed changes.

Further, rankings based on growth indicators serve the same function. One ranking service places Utah sixteenth in high-tech growth (American Electronics Association 2001). This ranking shows that Utah's industry is growing, and that current policy has us headed in the right direction, although not as quickly as other states.

Third, state rankings can be used to gauge how much of a presence a state has in a particular industry or field. Utah cities are repeatedly ranked in the top 20 for software development and employment (see Software and Information Industry Association's rankings of top software industry employers 2001; see also Milken 2001). This shows that our presence in the industry is unanimously recognized. Similarly, any survey of rankings of ski resorts reveals that Utah resorts are widely considered some of the best in the nation (see *Conde Nast Traveler* "Top 50 Ski Resorts" 2001; www.bestof.com's list of the Top 20 Ski Resorts 2000). Rankings show us if Utah is a major player, or if our importance is not recognized.

Fourth, rankings help us scope out our competition. In rankings of rising high-tech states and cities, the same names appear repeatedly: Idaho (Boise); Virginia (Washington, D.C.; Richmond); Nevada (Las Vegas, Reno); Colorado (Boulder, Denver). Utah can use this information as a starting point for its own growth strategies. By evaluating the development of high-tech sectors in other state economies, we can assemble a list of "best practices" and develop a list of strategies to avoid that either failed in other states, or that are inconsistent with Utah's unique culture and goals.

Fifth, on a related point, rankings can help Utah plan and track the success of the State's marketing, public relations, and policy strategies. Rankings demonstrate whether the messages about the Utah "brand" are getting through to the media and the public. Rankings may even help the State recognize important assets we had neglected to consider. For example, the nine industry ecosystems chosen by the Utah-Silicon Valley Alliance as areas of focus neglected the software industry, in which Utah is a major player, if the rankings are to be believed.

Conversely, if our messages are not getting through, rankings will demonstrate our incompetence or need for change in both marketing/PR strategy and in actual behavior or output. Utah is not ranked in the top 25 as a prime location for new or expanded business (Site Selection 2000). Utah has the eighth highest crime rate in the nation (Morgan Quitno 2000). The first example, business location, may be an issue of marketing Utah's strengths better. But it may also indicate a need for fundamental change in our economic development policy. The second example, the crime rate, can

be explained in several ways, but in the end, indicates unmistakably that there is a need for change in crime policy at state and community levels.

A Few Cautions

Obviously, rankings are not perfect measures of anything, let alone policy and economic strategies. The most valuable service provided by those who rank the states is that they tell us about general perceptions and general directions. The criteria by which the ranking services arrive at their final lists reveal how much credibility we should give the rankings, and are the key to the objective meaning of the rankings.

Criteria

The criteria by which we are ranked determine the rankings' outcomes, so it is on those criteria that this project focuses. If the criteria do not take into account Utah's unique features, the rankings that come out of them are less useful.

For example, rankings of educational quality often consider criteria that ignore Utah realities—total education spending per pupil, average teacher salary, average numbers of students per classroom, number of computers per student. Utah ranks last in the amount of spending per pupil, in the lowest third for teacher salary, and among the highest in students per classroom. These criteria will display bias against Utah, because they do not consider that our State is statistically the youngest state in the Union, and that we have more children per household than other States do. The criteria also do not consider the realities that Utah is comparatively a high-tax state, with a large student population compared to its working population, and that spending less on education may be a fiscal and political necessity.

More acceptable criteria, in terms of evaluating the real status of education in Utah, would include measures of academic attainment—percent graduating from high school, test scores, percentage of students going on to college, and college graduation rates.

Yet, even on surveys that consider those more acceptable criteria, Utah's interests are not served. The percentage of students going on to college is generally measured as the percent of students entering college during the next school year. Utah's cultural differences, in this case, its large Mormon population, make this way of measuring college attendance an unrealistic measure of Utah's educational success. Utah may insist on a criterion that considers the number of students entering college within three years of their high school graduation, since many young Utahans enter college after working and serving church missions. The same cultural phenomenon biases the college graduation rate, which is generally figured on a five-year scale. A more fair assessment of Utah's educational quality would be the number of Utah students who graduate in seven or eight years, given the significant percentage of Utah college students who serve church missions, and given Utah's low average marriage age and low average childbearing age.

Because they failed to recognize Utah's unique features, the criteria appear to create a bias problem in the final ranking outcomes.

Because of their vast experience in what is known in the academic community as "the rankings game," business schools and universities are good sources of insight into the problem of criteria. Schools have noticed that rankings, especially those in national magazines, increase the contributions they receive, increase the number of applicants from which to draw students, provide a useful marketing tool for attracting more money and more students, and "use them to aggressively promote themselves," (Machung 1998, 12).

However, rankings can have a downside—they can have the reverse effect if a school does not appear in the rankings. According to a rankings *expose* appearing in *U.S. News and World Report*, state universities are the most affected by biases in the rankings. Traditional college rankings are "status- and resource-driven," making state universities pale in comparison to private universities because they traditionally have smaller endowments, more exclusive admissions policies, and more traditional student bodies. Since the criteria as they currently stand favor exclusive, private institutions, academically excellent state institutions and lesser-known, small private colleges fail to reap the advantages associated with being "Top 50," (1998, 12).

A concrete example of the criteria problem, again from the experience of a university, came in the ratings of educational institutions' technology transfer success, *Technology Review* used the number of citations a patent receives in subsequent patent applications as a measure of its impact. If the patent is cited multiple times in other patent applications, the assumption is that the original patent was very influential.

University officials questioned the validity of this criteria as a measure of success, since it is common practice in patent law to cite almost every patent that is even marginally related. Therefore, patents that are only somewhat relevant may be listed as being very influential, even though their actual impact on future patent development is overstated. Said an official at MIT, "I didn't realize that technology transfer was a competitive sport," (Chronicle of Higher Education 2000, A26). The official demonstrates a certain lack of interest in playing the "rankings game," obviously implying that MIT's quality will speak for itself. The rankings game, as it has been called (Corley and Gioia 2000, 3), is "a competition in which many of the players would prefer not to engage," (2000, 3).

However, despite her ambivalence, the official and all other officials and entities that find themselves the subject of public rankings must "learn to play" the game. Even if her school, like most business schools surveyed in one study, does not believe that the "rankings provided a *bona fide* representation of the quality of the . . . school," she must still admit that the rankings count.

The official implicitly demonstrates by her concern with the criteria the importance of the rankings: if your institution, or your state, figures poorly in a reputable ranking, it sends a message to readers about the quality of the institution or state. Managing the criteria prior to the release of the rankings becomes important. Otherwise, the rankings create a public relations cycle: a low rating calls attention to a deficiency;

the institution or state must argue the criteria, calling more attention to the deficiency; the strength of the state or institution is further impugned in the minds of the interested public.

Just in the educational rankings, it becomes clear that the criteria behind the rankings are the key to understanding the rankings themselves. Utah cannot interpret the rankings for purposes of improving our state, as well as for the purpose of defending our state's interests and reputation without understanding and possibly attacking the criteria. The criteria on which the rankings are based, then, are the object of the battle for success in the rankings—**understanding the criteria makes it possible to decide which rankings are worth fighting over, and which do not deserve our attention.** Also, the state can determine which rankings are inaccurate or biased against Utah, and will be able to assess how the rankings can be improved in their usefulness to Utah, to those who have interests in Utah, and to the ranking services' public.

Types of Criteria

There are two types of criteria, individual and composite. Individual criteria are those criteria defined by one number. For example, a quality of life rankings report may include the crime rate as a criterion. The crime rate is an individual criterion, because it is based on a single factor. The number of head of beef produced by Utah farmers is another individual criterion.

Composite criteria are generally more ambiguous, subjective, and in general, allow more room for error or bias. Composite criteria like "business climate" are usually based on several different factors, each of which contributes to a "business climate" criteria for judging the overall desirability of a state.

A subtlety of some criteria, especially the composites, is that their names are almost always strategic. For example, one survey considers "employment climate" in its evaluation of high-tech economies. Employment climate may be a composite of high-tech job availability during the survey period, number of high-tech employees per working population, average high-tech salary (weighted by a cost of living index), the rate of advancement for high-tech employees in an area, the average number of months a high-tech employee has been at the job, etc. However, the survey to which I referred above considered only the number of high-tech employees per population as the "employment climate" of a state's high-tech sector. Such criteria will automatically bias the ranking toward states with large high-tech sectors, relegating to the lower rankings those states with high-tech sectors defined by stability, ease of workforce entry, workforce mobility, and workforce growth.

Criteria must be diverse, as well, in order to be effective. In some rankings, the criteria are so broad that it makes it difficult to distinguish between states. For example, in "Assessing e-Government," the states' e-government capabilities are measured against seven criteria. The measure, because the criteria were so broad, could not distinguish between the e-government capabilities of many of the states, and so Utah ended up sharing its relatively high rank with seven other states. Ten states share the number 40 ranking. The ranking is made less useful (based on the five uses for rankings discussed

above) because it does not give us a sense of our own position in the rankings relative to the position of competitor states. Rankings are more useful when they can positively rank each state based on some sort of criteria, even if the criteria are subjective or complex.

Types of Rankings

The rankings themselves come in different types, as well. This report will deal mostly with subjective rankings, though objective rankings are important as well.

Objective Rankings

Objective rankings are easier to decipher than those of the subjective variety. Objective rankings are based on objectively interpretable data—e.g., the number of sheep raised in the state per year, the number of rapes per 100,000 population per year, the number of adoptions in a state per 1000 population, the amount of electricity consumed per year by a state's industrial sector, etc.

These rankings differ somewhat from subjective rankings, because the rankings themselves do not have multiple criteria, and the criteria are of the form "number of ____," and "amount of _____." It is generally easier to interpret objective rankings, and generally harder to manipulate them, because there is only one avenue for manipulation—the one criterion. And the criterion determines 100 percent of the outcome of the ranking. In short: objective rankings are those that could substitute the criteria for the title of the ranking.

Still, as we addressed earlier, all rankings take on the meanings given to them, depending on their usefulness. Objective rankings may be based on objectively obtained data, but the way they are reported, utilized, explained, and spun, will depend on political necessity and subjective needs.

Since they are based on objective criteria, and so can be measured by anyone with access to the data, and even projected years into the future, objective rankings lack the sex appeal of subjective rankings, which often resemble contests, more than statements about the way things "are."

Also, it is important to note that objective rankings may be easier to deal with in policy terms, as well. If numbers of sheep raised goes down significantly in a year, immediately a set of policy options becomes clear. If the amount of electricity used per capita in the residential sector increases from one year to the next, a set of conservation and production policies naturally emerges.

However, it is much harder to interpret the policy significance of being on a Top Ten Coolest Companies list. Utah actually has a high-tech company on the list—but how does it encourage the growth and development of more and cooler companies? It is not immediately clear from the rankings what group of policy options might help us meet that goal. In "The Rankings Game," an administrator is quoted as saying, "You have to work with almost a double mindedness . . . If we let the rankings drive our policy, we're going to make stupid decisions. On the other hand, if you try to ignore them . . . then you really

get into trouble because there are lots of folks who pay a lot of attention to them," (Thomas in Corley & Gioia 2000, 7; ellipses in original).

Though we will only survey these rankings briefly in this report, since marketing Utah more effectively does not generally affect their outcomes, it is important to recognize the political importance of single-criterion rankings, even those based on objective criteria. In fact, at least two business academics believe that changes in states rankings led to the defeat of George Bush in the 1992 presidential election. Rankings released by the Department of Labor and Bureau of the Census prior to the election showed a major drop in the rankings of several large states in categories such as employment, income, and other indicators of economic-well being. Those states appear to have retaliated against then-President Bush by voting against him. Although the rankings reflected local economic conditions, the residents of the states whose ranking status declined saw it as a reflection of a larger political deficiency.

The best way to challenge these types of rankings is by assessing the validity of the data. In the college rankings referred to previously, "data cooking"—making the data appear better than they were—was thought to be a common practice (Machung 1998, 12). Observed one college president, "In the old days, you reported the data, hoped it was pretty accurate, but . . . it was more a guide for yourself, a benchmark," (Rothlkopf in Machung 1998, 12). Since becoming useful in competitive rankings, data have been more susceptible to "fudging."

Checking the validity of the data and measurement tools requires statistical and analytical expertise, as well as objectivity. Since self-collected data is most likely not objective, rankings relying on data provided to the federal government or other institutions by the states should be scrutinized, since the incentive is for each state to make itself look good.

Subjective Rankings

Subjective rankings are more interesting than objective rankings, mostly because they depend on the model being used to determine their outcomes, and the model is the defining point of the rankings. The way the criteria are combined—the percentage of the outcome determined by each criterion—is a subjective, theoretical process.

Rankings researchers make complex models, considering all the ways in which the criteria interrelate and the ways those relations may bias rankings outcomes. The results for each criterion are often indexed and ranked, and then weighted. The weight each criterion is given is subjectively determined, based on how important the researcher or organization believes that criterion is in determining the outcome. For example, if a researcher believes theoretically that 30 percent of new business growth is attributable to local economic climate, the economic climate will determine 30 percent of a ranking for new business growth.

The outcome after all the criteria are indexed and ranked is a weighted average of the outcome of each criterion.

Because the weights and measures are theoretically determined, they can be manipulated, and so therefore, to rise in the rankings, a state may make a case for a change in the theory, contending that the proposed change would make the theory more reality-based, and therefore, would make the outcome more accurate and fair.

Often the weights and measures of the subjective rankings are not determinable, as in survey rankings. The State of Utah does not know how survey respondents are weighing the various subjective criteria they use to evaluate, for example, the best ski resorts in the U.S., or the best vacation destinations.

Subjective rankings, because they are theory- and model-driven, are where marketing and lobbying to the researchers, respondents, and participants in the preparation of the rankings are important. If rankings services do not know certain Utah assets exist, they cannot give them proper weights. If survey respondents feel positively about Utah amenities, they will rank them higher. Creating a positive and beneficial image of Utah's assets and interests stands to influence the outcomes of subjective rankings.

Incentives

The data used in both types of rankings are generated somewhere—usually not by the institution or rankings service producing the rankings. The site of their generation is a reflection of the objectivity of the data.

For rankings in which data are provided by states or cities, the incentive is to overstate strengths and hide weaknesses by "cooking the numbers." While this is not generally regarded as dishonest, one state's cooked numbers could prove detrimental to another state's position in the rankings. An awareness of the incentives created by ratings competitions is important.

In Utah, many of the data provided to rankings services are provided from the various executive agencies. Utah labor statistics are provided by Workforce Services, educational data are provided by the Department of Education, social services data are provided by Child and Family Services, and so forth. These agencies often view themselves as being in competition with one another for state funds.

Therefore, the agencies' incentive is to make the data used in rankings appear as unfavorable as possible. While it is true that the political appointees in charge of the agencies are directly accountable to the Governor, in competing for funding, agency staffs have a very real (though possibly weak) incentive to present a view of an under-funded institution to the legislature.

Appearing low in the education rankings gives the impression that education lacks money. Appearing high in crime makes it appear that not enough is being spent on law enforcement and corrections. Poor performance in rankings dealing with welfare, child placement, or spousal abuse may give the impression that family services are under-funded.

Reputation Management

Although reputation management is a buzzword in the world of PR, for Utah, it implies much more than traditional public relations. It signals a movement toward more sophisticated and strategic control of the public's perception of Utah, and of outside access to Utah's reputation. Rankings represent "outside access" to Utah's reputation—they reflect opportunities both for increasing our national prestige and failing in the eyes of all the world. And these opportunities are initiated, regulated, and controlled by sources foreign to Utah. This is why Utah must have a policy and PR strategy to change rankings outcomes, and influence how Utah is ranked. Utah's strategy should include eliminating misreporting of data; exposing the misreporting of data by other states; making recommendations for more statistically relevant and compelling criteria; and aggressively defending Utah's reputation after the fact.

Eliminating the incentive to misreport statistical information within government agencies, weak though the incentive may be, would be as simple as creating an independent office of statistics. Such an office may fit well in the Office of Planning and Budget, but would also need to be independent of other agencies, report directly to the governor, and would conduct audits of all data provided to them by the various agencies. Such an office could provide all state data to the federal government and rankings services. The office would have the incentive to make Utah appear as high in the rankings as possible. Additionally, they would be charged with putting the data in the best light possible, recognizing Utah's unique attributes and accounting for them in the way the numbers are calculated. While such an office will surely be expensive, if the experience of colleges and universities is applicable to states, what Utah is losing by not centralizing its data provision efforts and not providing the "smartest" numbers possible to the rankings services is far weightier.

By centralizing Utah's participation in rankings reports, the State would in effect create a reputation management function apart from marketing, public relations, press relations, economic development, or any state agency. The function is clearly more technical and quantitative than political, which distinguishes it from its marketing/PR relatives.

Returning for a moment to the experiences of academic institutions, where reputation management is a well-researched concept, too much concern with the rankings has led to an over-emphasis of rankings, versus "any other, more comprehensive view of reputation and transformed it into a soundbite surrogate—the rankings number itself," (Corley & Gioia 2000 2).

Authors Corley and Gioia report that most business schools surveyed felt that the "intention behind [the] invention" of the rankings was political in nature (2000, 6). Instead, they were, "above all, a way for publishers to sell more magazines, and second, a way to oversimplify the process prospective students go through in choosing a school," (2000, 6).

However, Utah can turn the magazines' and interest groups' opportunism to its own benefit. An office of statistical management might model sample rankings criteria

for rankings services, demonstrating how they are more statistically compelling, and more culturally neutral.

Also, some states lists published in national magazines are not based on any particular criteria, but are simply lists of regions that have demonstrated particular growth or competency in an industry area (see "High Tech Havens: A New Brand of High Tech Cities," in *Newsweek*, 30 April 2001. In the article, high tech "up-and-comers" are pinpointed, completely ignoring Utah. The criteria for making the list are ambiguous, though the ranked cities have all employed some unique strategy to stay competitive in an increasingly uncertain tech market).

Utah must advertise its strengths aggressively in order to attract the attention of writers, magazine editors, and readers if they are to make the lists. Timing for advertising, as well as for requesting interviews with the editors of such lists, should be negotiated within the time frame of the editorial calendars of the publishers. Many publications list their editorial calendars months in advance. Advertisers can obtain the lists, and some are available on the Web (see Appendix for a list of some relevant editorial calendars—publications that often run features on cities, or that print rankings. The list is not all-inclusive).

Catering to the press prior to and during the coming Olympics is an excellent way to capitalize on a press opportunity, turning it to Utah's advantage. Sure, the magazine will highlight Utah in order to sell magazines, but the bottom line for the State is that the national magazines will highlight Utah.

The Rankings Game

Utah can learn from business school insights. First, more so than business schools, Utah state government has a competitive advantage in competing in rankings competitions—Utah is a political institution, and playing politics should be its specialty. If the rankings are, as Corely and Gioia believe, "constructed" (political), then certainly, Utah should have fewer problems playing the rankings game than other ranked entities, institutions, and industries.

Learning how to manipulate the outcomes to Utah's advantage using all ethical means must be a priority, since like academic institutions, states must now recognize that to compete in the economic development arena, they must control their reputations. Utah is no exception to this rule. Not only should the controls be in place before the rankings reports are completed, in the form of data cooking and criteria recommendations, as well as state marketing campaigns, but Utah must be willing to allocate its reputation control resources following the release of the rankings reports. A survey of State of Utah press releases on Utah's Website reveals that not one press release addressing rankings was published to the Website since July of 2000. While rankings information is found in other State-related sources, the overall impression is that the rankings services have far too much access to Utah's reputation.

Rules

Following the business school model, Utah must begin to play the rankings game. The rules of the game are simple, write Corley and Gioia (2000, 8-12):

1) You must play the game. Not playing means not being ranked: "The reality is that, independent of whether you believe rankings accurately reflect quality, the perception of the outside world is that it does and consequently, resources flow to the schools who are highly ranked," (2000, 8). In the state economic development application of this principle, the reality is that failing to be ranked will mean failure to capture the attention of industry leaders and those looking to expand their businesses into other regions. Not playing the game, resources will flow to states other than Utah.

2) Once you start playing the game, you cannot quit. The State cannot be silent, as has been its habit, with regard to the rankings. Utah must officially welcome good rankings, and officially condemn (or spin, or excuse) poor rankings. Failure to participate will result in being removed from the running.

3) The criteria change without notice. In the state application of this rule, most rankings services do not routinely change the rules without notice, but they do offer new rankings, under new titles. In a way, managing state rankings is harder than managing school rankings, because for schools, there are two credible magazines that rank the schools. For states, the ranking service could be a variety of magazines, industry associations, or special interests, and they may only conduct a state ranking once, rather than every year. And new rankings crop up every year. In two prominent high-tech rankings, Utah cities figure in the top 15 and in the top 75, respectively. The rules for each are very different, the criteria being very disparate. Preparing for a ranking becomes very difficult in the face of such diverse criteria and so many rankings.

4) You cannot win this game. The authors of "The Rankings Game" note that because image and substance are both disconnected from each other and related to one another, it is impossible to anticipate how far from "reality" we are allowed to push our image through marketing and PR. Then again, focusing only on "reality"—only on what currently exists in Utah, according to rankings—dampens Utah's ability to compete in the future. Therefore, much of reputation management will always look a lot like damage control.

While aggressively marketing Utah, proactively controlling data, and strategically heralding and defending Utah's reputation once rankings are released may exacerbate the disconnect between reality and Utah's image, we should not become concerned, as the authors of "The Rankings Game" suggest, that we will create an image that has no "real" basis. Insofar as they pay attention to the rankings, potential Utah businesses will base their location decisions on the image Utah portrays and how Utah ranks. Once they are here, the image and reality come back together. Therefore, keeping our image "ahead" of our reality is a good future-oriented strategy.

Through the Utah Economic Development Corporation, Utah does have some control over its reputation management activities, but the management must be able to adapt quickly, and must have a public reputation. From the EDC Website, it is apparent

that the rankings are used only in the PR functions, as justification for relocation to Utah. The efforts to play the game must become more active and sophisticated, and more public.

Substance, Too

It is not the intent of this report to recommend that Utah follow a strict policy of image over substance. Regulating its image is, we propose, the most important immediate facet of Utah's rankings game strategy. However, reputation management should be part of a balanced approach to Utah's rankings status, along with real, substantive improvements in the State's institutions, economies, industries, and growth potential.

The current Technology Initiative, of which this report is a part, is a holistic effort to improve Utah's status in the technology sector. By bringing new high tech industry ecosystems to Utah, we can improve the State's rankings status in a meaningful and stable way. Hopefully, the best, most permanent, and most long-term (albeit the most costly) approach to the rankings is to actually encourage business location and expansion to Utah.

Roadmap

This rankings report will attempt to address the major (and some not-so-major) rankings of which Utah is a part, and will also account for some rankings of which Utah should be a part, but for various reasons, is not.

First, this report surveys single-criterion, objective data-based rankings that may be important to Utah. This section will be strictly a survey of those rankings that may be important to Utah, since the federal government ranks the states in many subject areas, and an even provides statistical analysis options for creating individualized rankings for states data left unranked by the various bureaus (Online). Such an exhaustive analysis of the single-criterion rankings would be less useful than devoting attention the model-driven rankings and to changing our standings in them.

To that end, we report on subjective, model-driven rankings, with special attention to each of the following subject areas: high-tech, business, quality of life, education, recreation, and e-government and social services. Each of the next sections will include assessments of the rankings' criteria, weights and measures, and methodologies.

For each ranking analyzed, we will make specific recommendations. At the end of each section, we will make general recognitions that apply to all the rankings in general. All the recommendations, specific and general, will lead into our plan of action, which we present in the conclusion of this report.

For your reference and convenience, we have provided graphical representations of each of the rankings within the text, as appropriate. An appendix following this report

includes graphical comparisons of the rankings, whenever we have determined that there is significant similarity between the methodologies and models to warrant comparison.

We hope you will enjoy this report.

High Tech/New Economy

Refer to Appendix One

1. **New Economy Index, State Rankings**
2. **New Economy Index, Metropolitan Rankings**
3. **The Nation's Digital State Survey**
4. **High Tech Havens, Newsweek**
5. **Top 25 Metro Areas for Software Employment, Software & Information Association (SIIA)**
6. **U.S. Metro Economies, Conference of Mayors**

New Economy Index—State of Utah *(Progressive Policy Institute)*

Summary and Observations

The New Economy Index **ranks the State of Utah number six** for state high tech economies.

The 21 criteria for the overall rankings each have individual rankings for the 50 states surveyed. Office jobs, processional jobs, workforce education, exports, high-growth firms, job churning, new public companies, Online population, broadband providers, computers in schools, commercial Internet domains, digital government, high tech jobs, science and engineering degrees, patents, industry investment in R&D, and venture capital were all used as criteria for achieving the overall ranking.

Further "combinations" criteria (combinations of previous criteria with new indicators to achieve hybridized criteria) were knowledge jobs as a percentage of total jobs, globalization, economic dynamism and competition, transformation of the digital economy, technology innovation capacity.

Utah's greatest strengths in the criteria rankings were online population, in which Utah appeared fourth, workforce education, in which Utah garnered a fifth ranking. Also, the State's educational use of technology was ranked fifth in the nation. The State of Utah has the fourth largest percentage of high-growth firms.

Utah is a great place to find an educated, tech-savvy workforce, high-growth firms, and high-tech education.

However, based on these rankings, we are not doing a good job with R&D. If, as shown in the Metro Area rankings, the Salt Lake Metro Area's universities are fifth in the nation in R&D funding, then industry investment should be higher than number 14 in the nation. What that ranking shows is that Utah industry is not getting the benefits associated with research at the universities—money is coming from elsewhere, and so the research is leaving the State upon its completion.

For IPOs, Utah was ranked 14, but considering that the State only saw two IPOs in the year 2000, and the economy is taking a downturn in the high tech sector,

Another discrepancy between the Metro and State rankings bears mentioning: the percentage of total jobs made up by professional jobs. The percentage for Salt Lake Metro Area is ranked tenth in the nation. But Utah is ranked 39 for the same measure. That shows two things. 1) Outside the Metro Area, high tech opportunities are not abundant. And 2) The rural areas have a comparative advantage in other industries.

Recommendations

Utah is clearly recognized in all the rankings as being a high-tech player. The State may not want to be number one or two or three in high tech economies—that may require too high a cost in environmental, sprawl, urban management, transportation, and cultural costs to be worth it. Number six is great, since Utah is obviously recognized as a growth area, and a hot spot for the New Economy.

The State of Utah's current technology initiative, of which this report is part, is a step in the direction of improving Utah's position in the rankings. Because the New Economy Index is not one that Utah applies for, but is ranked based on analytical models, Utah should consider the Index a good gauge of its "real" high tech environment—this promotes a good image for Salt Lake and the State, but most importantly, it is an image rooted in reality.

This is a very credible ranking, and has been widely distributed already. Rising in these rankings requires substantive growth and policy change, and it is doubtful that marketing can improve Utah's position in the Index. Those changes are highlighted in the Branding, Venture Capital, and Strategy reports that are part of this Utah Technology Report series.

One thing that bears mentioning is that according to these rankings, the rural areas do not hold Utah back just like they are—they contribute meaningfully to the economy, obviously, since the State as a whole is ranked higher than the Metro Area, despite its inclusion of the low-tech, agriculture/mining-rich rural areas. This is encouraging. But it also provides Utah an opportunity to rise in the rankings even further by pursuing its technology initiatives and training/education initiatives (Custom Fit, Smart Sites, etc.) in rural areas.

New Economy Index—Salt Lake City Metro Area *(Progressive Policy Institute)*

Summary and Observations

The New Economy Index **ranks Salt Lake City number nine** for high tech economies.

The 20 criteria for the overall rankings each have individual rankings for the 50 cities surveyed. Processional jobs, workforce education, exports, high-growth firms, job churning, new public companies, Online population, broadband providers, computers in schools, commercial Internet domains, backbone, high tech jobs, science and engineering degrees, patents, R&D, and venture capital were all used as criteria for achieving the overall ranking.

Further "combinations" criteria (combinations of previous criteria with new indicators to achieve hybridized criteria) were knowledge jobs as a percentage of total

jobs, globalization, economic dynamism and competition, transformation of the digital economy, technology innovation capacity.

Salt Lake's greatest strengths in the criteria rankings were online population, in which Salt Lake appeared fifth, and Internet backbone, in which Salt Lake was the strongest city. Also, the City's universities had the fifth best R&D funding per capita, and the metro area has the tenth largest percentage of professional jobs, and the ninth largest percentage of high-growth firms.

Salt Lake is a great place to grow a high tech business, to research high tech innovations, to find a job, and can facilitate the high tech development with its superb infrastructure.

Recommendations

The Salt Lake Metro Area, which includes Provo-Orem and Ogden, is recognized in all the rankings as being a high-tech player. The State may not want to be number one or two or three in high tech economies—that may require too high a cost in environmental, sprawl, urban management, transportation, and cultural costs to be worth it. However, Utah is obviously recognized as a growth area, and a hot spot for the New Economy.

The State of Utah's current technology initiative, of which this report is part, is a step in the direction of improving Utah's position in the rankings. Because the New Economy Index is not one that Utah applies for, but is ranked based on analytical models, Utah should consider the Index a good gauge of its "real" high tech environment—this promotes a good image for Salt Lake and the State, but most importantly, it is an image rooted in reality.

This is a very credible ranking, and has been widely distributed already. Rising in these rankings requires substantive growth and policy change, and it is doubtful that marketing can improve Utah's position in the Index. Those changes are highlighted in the Branding, Venture Capital, and Strategy reports that are part of this Utah Technology Report series.

Digital States Survey—Government Technology (*Government Technology Magazine* and *Center for Digital Government*)

Summary and Observations

Utah ranks fifth overall, and tenth in the most important segment of the Survey of Digital Government, a new buzzword for the quantity and quality of government services offered Online. High tech government service provision is seen as a promoter of

democratic freedom, increasing citizen access to government service, and increasing the responsiveness of government.

Eleven criteria were used to rank the states' digital capabilities, IT management, and administration. The most significant criteria are administration and management. Considered were the existence of a CIO position, IT policy boards, intranets, state-wide internet architecture, cross-jurisdictional (federal, state, local) links, network infrastructure, computers in education, public library computer access, state-sponsored computer training.

Out of the eleven criteria arose several rankings. The ranking mentioned at the beginning of this section was given the most weight in the rankings report. However, there were other rankings in the same report in which the State of Utah performed very well. In the Digital Law Enforcement and Courts ranking, which is based on access to law enforcement and court information, ticket paying, court dates, correspondence with courts, etc., **Utah was ranked number two in the nation.** In Digital Social Services, **Utah ranks third,** which is a strong statement about the digital accessibility of social services in the State of Utah. Digital higher education received a **number three ranking.**

However, Utah has one glaring problem—digital democracy. This reflects the accessibility, porousness, and responsiveness of State government, as well as its interconnectedness with other branches (local, Federal) of government. Utah ranks number 26 in the nation.

While not poorly ranked in other categories, Utah certainly could benefit from improvement in computer use in K-12 schools, in which the State ranks tenth. The State received an e-commerce ranking of fourteen, and a tax/revenue ranking of eleven.

Recommendations

In order to rise in this ranking, Utah must expand the services it offers over its Website and increase their visibility. Improving our ranking could come at a high cost, since it would entail expanding high tech education and services. But by offering more services, and integrating cross-jurisdictional Web services, Utah has a fairly low-cost route to improvement in the rankings. Also a low cost option would be to simply provide in a timely way transcripts of legislative proceedings, links to news reports on Utah State Government, accessible voting materials, and information on major Utah lobbies.

Improving in some of the rankings in this report will require, specifically, expansion of tax information and payability Online; better integration of State Websites with outside resources and other governments; and improved e-commerce over the State Website (better security, more information on security policies, more integration with e-commerce).

Further, being sure that *Government Technology Magazine* has accurate data and that it is well aware of Utah's digital strength is important. Their editorial calendar shows that this ranking is produced in July every year. Therefore, submitting Utah's data

proactively and making sure the magazine receives marketing updates from the State to keep Utah at the forefront of its editors' minds will help us rise in the rankings.

High Tech Havens—New High Tech Cities (*Newsweek*)

Summary and Observations

The high tech cities ranked in this highly visible *Newsweek* cover story included many of Utah's known competitors in the high tech sector: San Diego (a competitor in biotech), Dallas, Denver. However, the rankings included several cities that had not been given attention in past high tech rankings. And Utah was not ranked among them.

We can interpret Utah's absence from these rankings in two ways: 1) Utah is not a "new" high tech haven—our reputation is as established as, say, Silicon Valley, Austin, or Boston. More likely, however is 2) Utah is not included because we are an old story, slower than we were in the past, and probably did not market ourselves effectively to the editorial staff of *Newsweek.*

The rankings appear to be established by the writer of the rankings report, though they are based on concrete data. The problem with the rankings is that they do not compare the cities ranked, or weight the criteria at all. They do not provide explanations as to why these ten cities were included and other obvious choices—Boulder, Salt Lake-Provo, and North Carolina's research triangle—were excluded. The goal of the rankings appears to be to give attention to previously neglected areas in which capital investment has grown over the last few years and where high tech firms are budding (and in Dallas, San Diego and Denver's cases, well-established). The primary objective appears to be selling magazines (graphic taken from article published in *Newsweek*, April 30, 2001).

Recommendations

This ranking is a perfect example of a subjective ranking. This ranking is not a regularly printed ranking, though stories like it are published several times a year by the three national news magazines. And the criteria are not immediately interpretable, or at

least the article provides no way to weight and measure the States' performance against each other and other logical contenders.

The way to win in this type of ranking is a three-step process:

- Get the editorial calendars of the three national newsweeklies. Plan advertising around the editorial calendar, running ads emphasizing Utah's high tech and recreational assets and appeal starting months prior to the submission date for the issue containing the ranking. Run a large spread in the same issue as the ranking, emphasizing Utah's high tech leadership.
- Emphasize "what's new" in Utah marketing. Utah's high tech economy has been covered for over two decades in the national media, and is currently looking a little stodgy compared to the ever-changing and capital-rich Silicon Valley, and the image makeovers performed in Austin and Colorado. Emphasis of Utah's high tech stability is counter productive to our message—though Utahans like stability, developing a high tech economy will require us to project an image of fast-moving, risky, cutting edge market behavior and technology.
- Use the Olympics to "wine-and-dine" the editorial staff and tech reporters at the major newsweeklies and newsdailies.

If Utah is to be a contender in subjective, high-profile rankings, it will have to help the newsweeklies sell magazines. And the way to do that is to prove to their readership and editorial staffs that Utah is fresh and going places.

Top 25 Metro Software Employers—1999 *(Software and Information Industry Association)*

Summary and Observations

Provo-Orem ranks fifteenth in the Metropolitan Area Software Employment Index, which is based on 1999 data, but is the most recent ranking provided by the SIIA, the industry association for software employers.

The ranking is based on a single statistic, which makes this ranking difficult to manipulate through marketing.

However, several observations become apparent from the rankings. First, Boulder, CO, is a software hot spot. Denver, San Jose, and Austin, which are consistently ranked along side (usually ahead of) Utah in the major high tech rankings, are also placed before Provo-Orem in software employment.

This gives us an idea of where Utah's competitive advantage is, and who our competitors are.

Recommendations

We recommend that Utah's Department of Community and Economic Development pursue the relocation and expansion of software companies to Utah. Only by having the software employers here can the numbers of employees in the State's software industry rise.

Further, the rankings list, in telling Utah who its competitors are, provides an excellent resource for State recruiters. These are the areas where Utah recruitment should focus their attention, if they are to draw software employers to Utah. The State may emphasize in its recruiting strategy the crowding-out effects of over-saturated markets, and thus encourage relocation to Provo-Orem and Salt Lake, where the industry is developed, networked, and established, but where the companies will still feel "special."

U.S. Metro Economies: Leading America's New Economy—Rankings of High Tech Metro Areas (*U.S. Conference of Mayors and Standard and Poor's DRI*)

Summary and Observations

Salt Lake-Ogden appeared at number 60, and Provo-Orem ranks 69 in Standard and Poor's analysis of metropolitan new economies.

Thirteen percent of SLC's gross metro product (GMP) is from high tech sources. Provo-Orem's GMP is comparable, with 12 percent of it coming from high tech business.

The criteria and individual criteria rankings provided in the report are discouraging to the view of Utah as a high tech hot spot. High tech growth in SLC was ranked 37 and Provo-Orem's high tech sector grew enough to place it 69 in the nation. SLC is listed as number 39 in high tech metropolitan output in millions of dollars, and Provo-Orem was ranked 177. Utah's high tech output total was enough to get the State a 62 ranking, but California, Texas, New York, and Massachusetts cities packed the top of the rankings.

Recommendations

These rankings are frustrating, because they measure in undisputable, objective terms the actual performance, rather than the potential performance of Utah cities relative to the actual performance of the high tech sectors of other metro areas.

If Utah wants to portray itself as a high tech center, more than 12 percent of its GSP has to be from the high tech sources. The number five metro area, Burlington, VT, has 38.6 percent of its GMP coming from high tech business.

And if arguing in percentage terms seems relativistic, absolute terms make Utah's position look even worse. California's high tech output in millions of dollars is $210157.67 compared to Utah's $5476.03 million. The rates of growth and percentage's of GMP made up by high tech in the metro areas are the most relevant statistics. They show that Utah is growing its high tech economies about half as fast as the top five fastest growing new economies. And high tech represents 12 to 13 percent of metro output per year, one-fourth the amount seen in the top five. To be a real high-tech hotspot, Utah must have more high tech output, and more high tech growth.

The percentage rankings are not likely to improve by combining Salt Lake and Provo into one metroplex, but doing so obviously helps the absolute numbers: Salt Lake and Provo together are number 62, whereas separately, their outputs are 73 and 177, respectively.

In order to combine them, transportation between the cities, including TRAX expansion must be a priority. The economies of the two cities must be inextricably, unmistakably tied to one another, and they must spatially and economically be one metroplex.

Utah should encourage, through its mayors' participation in the U.S. Conference of Mayors, the Standard and Poor's rankings to measure Salt Lake, Ogden, Provo, Orem, and surrounding areas together, since that is more reflective of cultural and economic realities, anyway. The Governor's Office should facilitate the mayors' strategizing to improve this economic interconnection between metropolitan areas.

The Salt Lake-Ogden-Provo-Orem Metroplex is not a large departure from current rankings practice. Many less objective rankings and other prestigious rankings using objective data already count Salt Lake and Provo as one metro area. It would probably be easy to encourage the mayors to lobby Standard and Poor's for this change in their measurements.

Business, Economy and Wealth

Refer to Appendix Two

1. **U.S. Metro Economies, Conference of Mayors**
2. **Economic Development Report Card, The Corporation for Enterprise Development (CFED)**
3. **World Class Communities (Manufacturing), Industry Week**
4. **Top States for Entrepreneurs, Cognetics**
5. **Top Wealth-Friendly States, Bloomberg Personal Finance**
6. **Top State Insurance Markets, American Insurance Association**
7. **Utah Companies Mentioned on Fortune.com "Top Lists"**
8. **Top 25 Coolest U.S. and International Companies**
9. **The World's Top 50 Airports, Airport Council International**
10. **Top 10 Airlines**

U.S. Metro Economies: Engines for America's Growth *(U.S. Conference of Mayors* and *Standard and Poor's DRI)*

Summaries and Observations

This ranking orders the metropolitan areas against each other and against nations based solely on gross metropolitan product. **Salt Lake-Ogden ranks 49** among other producer metro areas, and 101 against all U.S. metro areas and all nations combined.

The ranking is deceptive, because SLC-Ogden does not have the 101 largest economy in the world, since other nations' metro areas were not included in the rankings. For reference, based on GMP and GDP, the U.S. has the greatest productivity, with Japan and Germany rounding out the top three producers. Houston ranks 34 and San Jose ranks 65 against the producer nations and U.S. metro areas.

Recommendations

This statistic is rather discouraging, in terms of marketing—being number 49 in the nation will not inspire citizens of Salt Lake, and does not look good enough to outsiders (regardless of the fact that being in the top fifty metro areas is quite an accomplishment, considering the length of the list) to be useful in marketing Utah's growing economy to prospective Utah businesses.

As seen in the high tech rankings from Standard and Poor's and the Conference of Mayors, a way to rise in the rankings would be to encourage the development of a high tech metroplex including SLC, Ogden, Provo, Orem, and surrounding areas. This will mean that the cities must be economically, spatially, and culturally more tied than they are. Political opposition from Utah County should be expected, but the growth in productivity necessary to rise in the rankings in the short term requires that the State combine all its metros' assets. Otherwise, Utah loses in the rankings.

Finally, the Governor's technology initiative must utilize the Strategy Report developed along side this report to plan for real productivity growth. Utah's metro areas' rankings among U.S. metro economies will not improve based on the actual economic output data through simple marketing or criteria/measurement changes recommended here. They will require real economic growth.

World Class Communities--2000 *(Industry Week)*

Summary and Observations

Industry Week's manufacturing-focused ranking of the U.S. metropolitan areas **ranks Salt Lake-Ogden at 72** among Metropolitan Statistical Areas (MSAs) (central

city plus adjacent counties from which there are significant numbers of commuters) and at 51 among Component Economic Areas (CEAs) (central city plus outlying cities and counties).

It was not clear from the rankings data (which we did obtain in an Excel spreadsheet, but do not present here because it is very extensive, raw data) whether the MSA ranking measured SLC-Ogden together with Provo-Orem, but it was specifically mentioned that for the CEA rankings, Utah County, Davis County, and Summit County were included with Salt Lake and Ogden.

The criteria for the rankings were a time-series analysis of population growth between 1992 and 1998; a time-series of manufacturing employment growth; total employment in a time-series, over the same years; GMP during the same years; and a time-series analysis of GMP specifically from manufacturing over the same time period. Other single-year criteria (1998 data) include GMP from manufacturing per employee; metro area share of GDP from manufacturing; manufacturing sector's share of area employment; and three-year average annual growth in manufacturing.

The criteria were measured from both the MSA and CEA perspectives. The metro areas' individual rankings for each of the criteria were not available from *Industry Week*.

Recommendations

These rankings are primarily focused on manufacturing. While manufacturing is an important industry to Utah, it does not fit the profile of the high tech center that Utah is trying to match.

Many high tech competitors, however, are large manufacturing areas. San Jose, Boston, Houston, Los Angeles, and Seattle are all high tech cities that also have the largest manufacturing economies in the nation.

The Strategy Report (part of the series from which this report stems) gives specific strategic recommendations for how the relationship between manufacturing and high tech research and development should look in Utah. According to the report, growing a manufacturing economy by enticing high tech companies to move their production facilities to Utah will not encourage growth in high tech R&D and investment, nor will it necessarily encourage high tech firms to locate their headquarters in Utah.

Therefore, except in the measure that manufacturing is already being pursued, no new efforts need to be made. Utah, as a high tech center, should not pursue rising in this ranking, because as the high tech sector grows within the State, our manufacturing sector will grow as a byproduct of that high tech growth. Therefore, it would be to Utah's advantage to take this ranking under advisement, but not manufacturing to draw attention away from the higher-growth, higher-payoff, higher-investment technology sector.

Top States for Entrepreneurs *(Cognetics)*

Summary and Observations

Utah ranks third out of all the states as a place that favors entrepreneurial ventures. **Salt Lake City-Provo ranks second** among metropolitan areas for entrepreneurs.

The criteria for the study were not reported specifically, but described in some detail. Measures recorded the frequency with which new companies started and the rate at which they grew in each state and metro area surveyed. Cognetics measured firms that started in the last ten years that still employ at least five people, and considers the percent of firms ten years-old or younger four years ago that grew significantly in the last four years.

Reports on this ranking noted the "Wild West" mentality present in Utah, and the expansion of bandwidth and fiber capacity in the State.

Recommendations

All in all, this was a prestigious award, publicized by *Site Selection Magazine*, which runs its own highly credible rankings of manufacturing and high tech sites. Rising in this ranking would require fostering continued growth in entrepreneurial ventures already in existence.

Tax policy options could allow entrepreneurs to increase reinvestment in their firms, thus improving the business environment.

Improving and maintaining the digital infrastructure in Utah is a Utah priority. By all accounts this ranking reflects Utah's current and past efforts to foster high tech entrepreneurialism in the past, and the success of current policies. The technology initiative of which this report is part will help to elevate the State's status in these types of rankings. The editors of the ranking appear to be enamored of the West, so being from the "right place" at the right time was important for our success in the list.

Improving Utah's marketing message—rebranding ourselves as the "Entrepreneur's State"—is an option for State marketers. Just telling the rankings services how good we are should improve our standing in the rankings. *Site Selection's* editorial calendar is available Online. That should give the State a warning as to when they will next publish this and other relevant rankings, so that the State can run large advertising campaigns in the magazine, or bring editors to the State to see our capabilities first hand immediately prior to their completion of the rankings.

Top Wealth-Friendly States—March 2000 *(Bloomberg Personal Finance)*

Summary and Observations

The top wealth-friendliest states are Wyoming, Nevada, and Washington**. Utah ranks 14** among the states in being protective of personal wealth, and conducive to increasing personal wealth, according to *Bloomberg Personal Finance,* a monthly finance journal.

The criteria considered in the rankings were tax bills on salary, real assets, mixed assets, and retirement accounts, as well as state estate taxes, income taxes, average property taxes, and effective sales taxes.

Utah fared best in the tax on real assets and retirement criteria, as well as in its average property tax, which at .66 percent, is the fifth lowest in the nation. Also, the State's 4.98 percent effective estate tax ties with 43 other states for the lowest rate in the nation.

Utah's effective sales tax is one of the highest in the nation (sixth) at 4.92 percent, and the State's income tax is the sixteenth highest in the nation, at about 5.34 percent for $100000.00 of income.

Recommendations

Other rankings show that Utah's total tax burden per working population is one of the highest in the nation. However, Utah also has a growing education problem, and various other public problems that will cost money to fix. Tax reductions, although they would make Utah wealth-friendlier, are not necessarily in Utah's long term interest.

If the Governor's agenda includes Utah's becoming a more wealth-friendly state, the taxes listed in the *Bloomberg* study are a good gauge of where changes need to be made. However, we cannot make recommendations on tax policy, as a reduction in any of the types of taxes used as criteria in the ranking would require its own feasibility study and cost-benefit analysis.

We do not anticipate that there is a marketing-based strategy for improving in this type of ranking. Although the weights and measures for achieving the overall ranking are subjective and model-driven, the actual statistics used are not subjective (with the exception of the effective estate and sales taxes, and the arbitrary $100000.00 income assigned to most of the measures). If there is a more appropriate income measure or a more appropriate weighting scheme for Utah, Utah may recommend it to *Bloomberg*. However, this ranking was published annually in April prior to this year, but was not published this year. So its usefulness or potential for causing damage to Utah's reputation are probably limited.

Top State Insurance Markets *(American Insurance Association)*

Summary and Observations

Utah ranks in the top ten insurance markets overall, and in the top ten for commercial and personal insurance markets, according to an AIA study.

Each market (the overall and restricted markets) was ranked by state using four categories to place the states: market size, growth, profitability, and external insurance climate. The commercial rankings used a fifth criteria, economic statistical measures, which included various state economic data, indexed to rate the states' economies against each other. The personal insurance market rankings applied a fifth criteria, too, demography, and index of age, gender, and other demographic features related to healthy insurance markets.

Considering that many people do not have personal insurance or health insurance, and that many large Utah employers do not offer insurance to a large portion of their employees, and that Utah is consistently ranked among the worst states in the nation for actual insurance coverage, these rankings are encouraging. They mean that the market for insurance in Utah is healthy and growing, and that the economic condition of the State is such that people will be able to afford insurance in greater numbers.

The top ten states account for almost a quarter of the nation's insurance market.

Recommendations

This ranking provides some support for an expansion of the insurance industry in Utah. While not part of the State's high tech goals, nor of the State's image as far as Utah's high tech future is concerned, the insurance industry is a necessary supportive industry to the high tech field.

Economic development strategies in Utah may include growing the insurance industry here, to capitalize on Utah's growing, healthy insurance industry.

Utah Companies Mentioned on Fortune.com "Top Lists"

Summary and Observations

Utah has a few companies that make it to the Fortune "Top Lists" (Fortune 500, 100 Fastest Growing, 25 Coolest U.S. and International Companies, etc). AutoLiv, Novell, and PowerQuest each are headquartered in Utah, while e-Bay, Compaq, Qwest

Communications, and America Online each have significant portions of R&D or operations located in Utah.

Recommendations

While Utah is "playing" in the high tech world, the State cannot consider itself a major, stable "player" until its companies can be high growth, high revenue, high profit companies, with large numbers of employees. The various "500" lists do not include many Utah companies that would otherwise appear on the lists, because the lists traditionally include only publicly traded companies, whereas Utah's largest employers and businesses are privately held.

It is unclear how the State should respond to the "500" lists, it can certainly use it to gauge its prominence in the high tech industry, and to gauge the stability of its companies.

Top 25 Coolest Companies *(Fortune)*

Summary and Observations

One of the "Top Ten Coolest Companies" on this *Fortune* list of lesser-known but still growing high tech startups is located in Utah—NextPage (Lehi).

NextPage has created NXT 3, a platform that allows corporate users to connect disparate servers, allows workers to locate documents on other users' PCs, and to access documents off fellow employee's hard drives.

Recommendations

NextPage's technology is "cool" precisely because it is new. The buzz it is getting from this rankings service is demonstrative of the aforementioned recommendation that Utah's high tech marketing strategy must include new happenings in Utah, and must emphasize cutting edge technologies in order for Utah to appear in these subjective rankings. NextPage appears to have a handle on the type of innovation that Utah firms must create to be recognized as "movers" in an industry that will pass Utah up if it is not continually updating its image.

World's Top 50 Airports *(Airport Council International)*

Summary and Observations

Among the world's airports, the Airport Council International, the largest international industry association for the airport industry ranked Utah's Salt Lake International Airport as **number 41.** Considering this is a world-wide ranking, Utah might consider this ranking an honor.

The ranking, using 1998 data, ranks airports by numbers of passengers and percentage change in passengers over the past year.

Recommendations

Basically, this ranking's title is the most glamorous part about it. Being one of the top 50 airports carries with it a cache that "forty-first busiest airport in the world" lacks. Because it is based on passengers only, the ranking contains no hidden messages about quality, safety, or other indicators that might be considered when ranking airports in a "top 50" list.

The Federal government released one week prior to the printing of this report an airport safety report, available on the FAA's Website, which shows that SLI Airport could use safety improvements. In real policy and political terms that safety ranking is probably the most meaningful.

This is not to say that the "top 50" report is completely devoid of substance. It certainly shows that Salt Lake International hosts many travelers and commuters, and that Utah is a major world destination for business or travel. This is an encouraging survey, because it says that Utah is a hub of economic and tourist activity for the world, and that is something worth publicizing.

Top Ten Airlines—Quality Ranking (UNO/WSU)

Summary and Observations

Delta Airlines, which has a hub in Salt Lake City, is the top airline in a study ranking 10 major U.S. airlines. The results of the national Airline Quality Rating (AQR) study were announced April 2, 2001.

The rating is conducted annually by the W. Frank Barton School of Business at Wichita State University (WSU) and the University of Nebraska at Omaha (UNOmaha) Aviation Institute. The AQR, as an industry standard, provides consumers and industry watchers with a means to compare quality among airlines using objective performance-

based data. The specific performance criteria are: on-time, denied boardings, mishandled baggage, customer complaints (with a separate sub-criterion for each type of complaint).

The AQR ranked the 10 major airlines as follows for 2000: **1) Delta, 2) Alaska, 3) Southwest, 4) U.S. Airways, 5) Northwest, 6) American, 7) Continental, 8) TWA, 9) United and 10) America West.**

The AQR is a summary of month-by-month quality ratings for major domestic U.S.airlines operating during 2000, and is available for download at http://www.wichita.edu/online/aqrs/aqr01.pdf .

Recommendations

We include this ranking report here because it compliments the other airports ranking we have included here, and because two of the top three airlines listed have hubs in Salt Lake City. We can make no recommendations for increasing Utah's position in this ranking, but Utah may benefit from bigger portions business being handled in Utah by Southwest and Delta. In this case, then, improving in the rankings is not the goal—the goal is to capitalize on the opportunity that having two recognized high-quality airlines in Utah provides the State.

Quality of Life and Privacy

Refer to Appendix Three

1. **The Camelot Index Ranking of the States**
2. **Best Places to Live, Money.com**
3. **Top Six Most Livable Large Cities in America, Conference of Mayors**
4. **Most Livable States, Morgan Quitno Press**
5. **Crime Statistics, Economic Report to the Governor**
6. **125 Best Places to Earn and Save Money, ING Group**
7. **Best Cities for 20 to 30 Year Olds, Realty Times**
8. **Privacy Protection, Privacy Journal**

The Camelot Index Ranking of the States

Summary and Observations

The Camelot Index is social statistical analysts' favorite index of quality of life. The Index ranks the states based on crime, education, health, economy, social stability, and state management criteria.

Utah ranks number ten in the nation in its performance in the Index. While not entirely objective, the Index is so widely used and accepted in econometric research, it is not wise to ignore it, despite its lack of specificity.

An observation is that other top ten states in the Index look a lot alike—they all have conservative, wholesome, subdued images. Places as exotic and exciting as North Dakota, Iowa, Minnesota, Kansas, Nebraska, and Wyoming scored higher than Utah.

Recommendations

Utah has as squeaky-clean and bland an image as any of the other "Camelots" in the top ten. But this fact is important when considering a major change in marketing strategy, and when considering an attempt to rebrand the state in a major way. Would it be worth trading our recognized quality of life for the exciting image of California (number 40) or New York (number 31)? The answer is a resounding no.

Utah and the other states' position at the top of the list shows that squeaky clean is good, and that squeaky clean is what people want and expect from us. While it may be difficult to have a fast paced economy in a location with a bland image, it is not altogether impossible. Colorado, whose high tech economy is consistently ranked higher than Utah's, is placed at number five in the Camelot rankings, and Massachusetts, one of the two cradles of American high tech, is not ranked far behind Utah (14).

Therefore, strategies for growth should not require that Utah make a major departure from its image as a high quality of life state.

Best Places to Live (Money.com, *Money Magazine)*

Summary and Observations

Salt Lake placed Number One in the Best Places to Live survey of the western U.S. The criteria for the ranking include **weather** (rainfall, snowfall, snow days, sunny days, average temperatures, etc.), **crime** (violent and property crimes), **housing** (home price, taxes, property appreciation, new homes), **education** (spending, student/teacher ratio, colleges), **economy** (cost of living, state and local taxes, recent job growth, projected growth, unemployment, auto insurance rates), **health** (cost, beds, doctors per

capita, air and water quality, teaching hospitals), **quality of life** (leisure, arts), **transportation** (commute time, mass transit availability, airline flights offered, Amtrak service).

Although the publisher does not reveal their weights and measures, each city is scored against the national average for each of the sub-criteria, and then ranked against each other.

Of note, Salt Lake City enjoys a particularly low violent crime rate, a 50 percent lower property tax than the national average, twice the number of teaching hospitals as the national average, and high property appreciation.

However, Salt Lake and surrounding communities are far more expensive, have worse educational opportunities, unacceptably lower air quality, and a higher cost of living than the national average.

Recommendations

To maintain its position as a highly-regarded place to live, Utah should focus on the Governor's five main messages. Salt Lake is not as clean as the average American community. It is not as cheap as the average American community. It lacks the educational opportunities and the low taxes of the average American community. For those messages to be true, we must

- Attract a larger tax base. This provides funding for education, environmental improvement, tax reduction.
- Continue to market Utah as a clean, safe, tech-savvy, growing state. The people and businesses such marketing attracts will help raise our rankings.

Six Most Livable Large Cities in America—June 2001 *(U.S. Conference of Mayors)*

Summary and Observations

Salt Lake City was listed among the Top Six most livable cities in America one week prior to the printing of our report. The full details have not been released, though six of the Top Ten were reported by the *Deseret News* and by the U.S. Conference of Mayors.

The criteria were not released, but the decision as to which cities appear on the list was made by vote. The voters were appointed by the U.S. Conference of Mayors, but were not necessarily mayors themselves.

Recommendations

While the criteria were not disclosed (if such criteria existed at all), this is a very valid ranking, because of its source. It is also a useful for attracting business to the metro area.

SLC's high ranking is important to Utah because it shows that other states and municipalities recognize that Utah has plenty to offer its residents and potential residents. It shows that Utah continues to have a good reputation for livability, despite logistical and process problems noted elsewhere.

Especially, the U.S. mayors' ranking is important because it shows that despite problems already addressed by other rankings, Utah's branding messages are getting through loud and clear.

Marketing will be the key to increasing Utah's livability for the future. There is so much that is right about Utah that the State needs make few policy adjustments to increase livability, if it markets Utah as the "livable" brand, and if it achieves its marketing goal of "owning" the livability image. To rise in prestige among other mayors and other rankings services, Salt Lake City and Utah need only increase public and editorial awareness, as well as fellow states's and cities' awareness, of Utah's benefits and livability.

Most Livable States *(Morgan-Quitno Press)*

Summary and Observations

Utah ranks as **the number four state** for livability, according to this ranking. The ranking is very sensitive to many current issues facing the states, and involves a more sophisticated measure of many of its criteria than other rankings require.

The ranking uses positive and negative criteria. Positive criteria include, but are not limited to, percentage change in per capita gross state product (an indicator of sustained economic health and direction), percentage of state expenditures spent on education, job growth, per capita income and household income.

These criteria are fairer to Utah than other rankings' criteria, and are more useful in seeing trends. The percentage change productivity statistics show us whether our economy is growing, and whether our economic policy is right-headed and working. According to our number three rank, the State can have confidence that its economic policy is sound.

The income statistics reveal the expected: Utah's per capita income is ranked 42 in the nation, while median household income is ninth highest in the nation. The bottom line—Utahans have more children. And while other rankings concentrate mainly on per capita income as an indicator of ability to consume (standard of living), this ranking

Further, the educational statistics analyzed are beneficial to Utah. While we spend less per student than any state but Wyoming, we spend more of our budget on education than any other state but one. Utah's high school graduation rate is third highest in the nation.

Public library data, as mentioned in the educational rankings section, are most likely not a good measure of Utah's quality of life, since many residents are young, and have access to school and university libraries, as well as Online resources.

The negative factors measured also demonstrate fairness to Utah. Although Utah's crime rate is the eighth highest in the nation, the percentage change in the number of crimes is the nineteenth best in the nation, meaning that crime policy is moving the State in the right direction.

The rankings show that Utah is a cheap energy state (eighth best electricity prices), has a low birthrate to teenage mothers (number 41) and a very low infant mortality rate (Utah has the sixth best infant mortality rate).

Culturally, the divorce rate is problematic. Utah falls right in the middle (number 26) for divorce rates. One might theorize that Utah married couples are younger, or have higher expectations for marriage, and so divorce at higher rates. It is unclear if State policy can affect the divorce rate, or if the State's role should be to support divorced parents and children of divorced parents.

Again, our suicide rate, ranked the ninth highest in the nation, figures in these rankings.

Recommendations

Environmental issues are growing nationally in their salience. To rise above our rank as the fourth most livable city, Utah may try marketing itself as a leader in environmental issues. Keeping hazardous waste out of Utah, which has been the policy of the Governor's Office, is wise, as it figures into this ranking.

Other salient issues deserve more publicity. The recent release of the Governor's Energy Policy, including the conservation recommendations, is encouraging environmentally, but may send the wrong marketing message to companies and citizens considering a move to Utah. They cannot get the impression that energy is anything but cheap and abundant here, and in the measure that the policy does not support that view, it will be at odds with the image of Utah as the "cheap energy" brand, certainly a part of the branding message of Utah as "cheap, clean, and livable."

An unusual ranking figures into the final score—voting percentage in state and national elections. Utah ranks thirteenth lowest in percentage of registered voters who vote. By encouraging political participation, Utah could move to number three in the overall most livable ranking (it counts as five percent).

The Morgan-Quitno rankings are very reputable and considered objective. Marketing Utah and rebranding Utah will have little effect on the way that Utah is ranked in this particular report. Over and over, in the health, livability, education, and economic development rankings, the same low rankings appear: prenatal care and immunizations, environmental issues, access to healthcare insurance, education spending, per capita income, and cost of living. This ranking is no exception, and is very inclusive of all those indicators. These are not problems out of which we can market ourselves. The Morgan-Quitno rankings are a good example of rankings that objectively assess the ways in which our policies are moving us, and it will require policy changes in order to move Utah forward in the rankings.

Crime Statistics *(Economic Report to the Governor)*

Summary and Observations

Utah ranks 15 in the nation in violent crime. This statistic is shocking, given Utah's cultural intolerance for crime and violence. **Utah ranks eighth** in persons incarcerated per 10,000 population. **Utah ranks 19** in child abuse cases reported.

Recommendations

Given the objective nature of these single-statistic rankings, we shall not attempt to give recommendations, except that legislative consideration be given to improving crime policy within the State.

125 Best Places to Earn and Save Money—2001 *(ING Group)*

Summary and Observations

Salt Lake City Metropolitan Area slipped from number 13 to number 24 in ING Group's yearly rankings of the 125 Best Places to Earn and Save Money. The 2001 rankings are based on the same criteria as previous years' rankings.

SLC was assessed based on four criteria:

- Earnings and wealth potential—household income, education attainment, wealth in assets, and cost of living;
- Safety net—percentage without health insurance, retirement savings, percentage with term life insurance, income support received by low-income households;

- Personal threats—unemployment, low-income households, violent crime rate;
- Community economic vitality—cost of community services, job quality, job creation, housing cost.

The weights of these criteria and components are shown on the chart located in the appendix.

The Metro Area's strengths include average number of years of education for persons over the age of 25, in which Utah is ranked 13. Utah has a relatively low cost of community services, including their tax price for services, and a medium cost of living—two cents per dollar higher than average.

Salt Lake's biggest weaknesses are household income, in which the City is ranked 26 among cities. Also, Salt Laker's do not save for retirement as much as the median metropolitan area, and a high portion of the area's residents are without health or life insurance. For low-income Salt Lake residents, the average amount of support income received is $1251.00 per month. This may have cultural roots, since Utahans tend to be resistant to welfare and support services. Also, housing is too expensive, given the median income in the SLC metro area—SLC ranks 64 in housing cost (a "1" rank is the best).

Recommendations

By way of recommendation, it is important to note that the Governor has established five branding messages for Utah. According to these rankings and other rankings described in this report, many of those messages may be rooted in less fact than previously hoped.

One of the messages is that Utah is inexpensive. The metro area is not cheap, at least not compared to the national average cost of living. Housing costs are much higher than the national average. The cost of community services is about average, but salaries are too low for the prices people will confront upon locating their businesses and families in Utah.

Another message, the safety factor, looks rather accurate from these rankings, and certainly, since only violent crimes are considered in the criteria, Salt Lake is below average, with a rank of 22. But if this ranking were to include property crimes, Salt Lake would fare much worse.

The income support rank (113) must rise. Utah can use its Website to educate its citizens on the types of support available to them, and to allow them to access the safety net Online.

The rate of insured persons must also increase. While the State is aggressively marketing CHIP, adult insurance must also be a priority. While there is cultural resistance to insurance, many of the State's excellent healthcare resources are not available to citizens as readily, because people lack insurance.

Best Cities for Twenty to Thirty Year-Olds (*Realty Times*)

Summary and Observations

The rankings for the Best Cities for 20 to 30 year-olds compiled by Sandra Gurvis for the real estate industry were based on a model for what makes cities livable for young professionals. The concerns of young people, e.g., job opportunities, leading industries, social scene, recreational scene, number of appropriate neighborhoods for young people, universities, housing availability and price, and transportation infrastructure.

Based on the above criteria, Salt Lake City was ranked in the Top 30. The ranking, since it was not entirely quantitatively based, did not distinguish between the states in the Top 30.

All of the cities listed are home to at least one national university. The cities vary in size, and in degree of urbanization.

Another striking characteristic of the list is the appearance of other high tech centers on the list. This may be because young professionals look at high tech local economies as being good sources of employment, and also because this age demographic is best suited in terms of education, experience, and interest for these types of jobs.

Based on other rankings of high tech hot spots(see the High Tech Rankings section of this report), it is easy to see that repeatedly recognized high tech centers figure in as appropriate cities for young people—Albuquerque, Boston, Denver, Houston, Phoenix, San Diego, the Bay Area, San Antonio, Seattle, Portland, and Washington, D.C.

Recommendations

Keeping young, tech-savvy, well-trained employees in Utah is important to Utah's strategy for bringing high tech business to the State, as well as for maintaining a high tech sector.

Once they have been trained in Utah's universities, subsidized by State tax dollars, many of the State's youth leave to seek employment elsewhere. Upon graduating from Utah State University, of the 258 employed engineering students, 135 (52 percent) left Utah in 2000 (Utah State Career Placement Office). According to sources at the University of Utah, depending on the year and the major (computer science, various engineering fields, biotech, etc.), between 20 and 40 percent of employed graduates in high tech fields stay in Utah—meaning that 80 to 60 percent of them leave Utah to work elsewhere.

A reason for this, most obviously, is that the jobs are not here yet. While we may take comfort in this ranking, since it reflects the numbers of jobs in Utah and the kinds of jobs in Utah available to the young population, the ranking should also concern the State. Utah's high tech sector lags behind other high tech states in average salary—Utah ranks

31 in the nation (Collins 2001). With 30 other higher-paying locations, it is no wonder our youthful population chooses to leave in such dramatic numbers.

Based on this information, Utah must consider itself on the borderline of dropping off this ranking. If the State is going to keep its young workforce here, it may pursue the following policy options:

- Re-brand Utah as a hip haven for young people. Emphasize night life, sports, arts, and music. Emphasize high-paced lifestyle in marketing campaigns.
- Ensure that major high tech centers (SLC, Provo/Orem) have abundant and cheap housing in youth-friendly areas. Revitalizing urban neighborhoods in SLC, and marketing them as hip, young communities, as well as attracting retail, clubs, and recreational facilities to such areas, would be accomplish that goal.
- Inter-urban transportation should be expanded. SLC's culture may be more appropriate for young high-tech professionals than Provo/Orem's conservative lifestyle. Expanding TRAX to include Provo/Orem would facilitate the commute and further connect the economies of Provo/Orem and SLC.

None of these options is relevant, however, if Utah cannot offer the jobs and salaries that competitor states offer. Therefore, a balanced effort must be in place to guarantee that this ranking is useful. We will not (and probably do not want to) rise in this ranking if we do not simultaneously pursue new companies both from within and without Utah.

Privacy Protection Rankings—2000 *(Privacy Journal)*

Summary and Observations

The *Privacy Journal* ranks all fifty states into five tiers, based on how well privacy rights are protected in the states. **Utah figures in the second tier** for its constitutional and legislative privacy protections.

The criteria for this theory- and model-driven research are

- The presence of a state constitutional right to privacy
- Statutory protection of the right to privacy
- Statutory allowance of patients to access their own medical files
- Statutory protection of medical records
- Statutory protection of library records
- Statutory limitation on disclosure of information held by state agencies
- Stronger state law regarding credit records than federal credit law
- Confidentiality of bank records by case law or statute

- Law permitting erasure of arrest records of innocent persons or limiting their use by employers

The criteria are weighted as follows: each criteria is considered equally, though constitutional protection is given double weight if it is present. Slightly less weight is given to library records protection. Bonus points are assigned to states with legislatures that are responsive to privacy issues; administrative bodies that are assertive in privacy enforcement; supreme courts with good records on privacy, and additional (unlisted) protections in state law.

Utah ranks in the second tier, which is considered by the *Journal* to be very close to the top ten.

Recommendations

This ranking is rather illegitimate, though it is politically controversial. It is produced by an activist group that adheres to a particular political philosophy. The weighting of the criteria is rather simplistic and arbitrary.

Politically, privacy is important, especially in conservative states like Utah. It is instructive that abortion, commonly considered a privacy right, is not mentioned specifically. The privacy of medical records, library records, arrest records, and other personal files to which the State may have access may be politically popular enough to warrant taking legislative action on privacy.

Since the editors of this ranking award states extra points for having sympathetic and aware legislatures and administrative agencies, a few high profile privacy meetings or conferences with the legislature inviting legal theorists or law enforcement agencies, or increased training for law enforcement, with a non-binding legislative resolution to follow, may be enough to put Utah in the first tier without much controversy or cost.

Education

Refer to Appendix Four

1. **State Education Comparisons, National Center for Public Policy and Higher Education**

2. **Quality Rankings of States' Educational Systems, Center For Applied Research**

State Education Comparisons, Measuring Up 2000 *(National Center for Public Policy and Higher Education)*

Summary and Observations

The National Center for Public Policy and Higher Education provides rankings of various aspects of higher education in the western states. The rankings are continuously updated with the most recent data, and the Website (available in the appendix) offers a data analysis tool that allows users to obtain other rankings against combinations of states.

In the Preparation comparison of western states' higher education programs, Utah ranked the highest. The criteria included, but were not limited to, high school credentials, AP credits upon entry into college, writing proficiency, eighth-grade algebra, math proficiency, college entrance exam scores, etc.

Utah was the median-ranked state in the comparison of western states' participation in higher education, which included comparisons of indices of high school to college rates, young adult enrollment rates, and working age enrollment rates.

Utah received the highest ranking in the comparisons of affordability of higher education in the West. Criteria included need-based aid, low prices, low student debt, as well as family ability to pay for various types of schools in the state.

Completion statistics showed that Utah ranked third to last in the western states. However, the statistic is measured by four-year and two-year graduation rates, and cultural and religious traditions in Utah, including Mormon missions and younger marriages, prevent Utah students from graduating in what most educational rankings consider a timely way.

Utah is a median-ranked state in benefit of higher education, as well. Charitable contributions, voting population, document literacy, prose literacy, quantitative literacy, increased income and degrees achieved are all criteria considered. Once again, as in other rankings, Utah's weaknesses in income and voting population cause the State's scores to be unusually low.

Recommendations

Many of the recommendations made for other educational rankings apply to this ranking as well. The State's rankings status would improve if rankings services could be convinced to give up the four-year standard for graduation, or at least be persuaded to make an exception based on a cultural and religious allowance for Utah.

Further, the Strategy Report accompanying this and the other technology reports should be consulted for strategies for increasing income within the state, which seems to be a major flaw in the productivity gains associated with higher education in the State.

Quality Rankings of State's Educational Systems *(Center for Applied Research)*

Summary and Observations

These rankings are produced by the Center for Applied Research at the University of Montana, Billings. No "overall ranking" is applied to any state, but states are ranked in several areas:

- Teacher Quality.
- Educational Input
- Educational Output
- Educational Social Impact
- Educational Efficiency

Utah ranks 21 in teacher quality, which includes how the state punishes and rewards teachers for student achievement, the teachers' backgrounds, and how much individual school power there is to hire and fire teachers.

Utah ranks 15 in education input. Despite our abysmally low spending per student, the lower cost of education per student actually offsets our need to spend more. The average teacher salary is lower than the national average, but the national average is widely considered too low, anyway, which does not bode well for Utah. Still, ranking 15 in the nation in educational input is a departure from the traditional rankings criteria, which would consider only spending per pupil and class size, both of which are Utah weaknesses in the absence of qualifying criteria. Fifteenth, then, is quite good.

Utah ranks 12 in education output, which is determined entirely on the percentage of fourth graders who can read and pass math tests, and the mean ACT score for the State. The future of Utah's ranking in this category is problematic. First, the growing number of students from lower socioeconomic groups, and Utah's growing population of students who speak English as a second language, or who speak languages besides English in their homes, will probably cause fourth grade reading and math scores to decline. Because the ACT is largely self-selecting, there is probably no risk of a downturn in scores. However, Utah's ought to be concerned about increasing the number of students prepared for and choosing to take the ACT.

Utah ranks 19 for education social impact. Education does not appear to raise per capita income or raise the percentage of the population with college degrees, nor to raise the average number of books taken out of the public library per capita as much as it does in other states. However, these measures are not indicative of failure! Per capita income is a less relevant statistic for Utah, where family size is larger than in other states. The percentage of the population with college degrees is already high, so growth in that area would be costly. However, this statistic also reflects the fact that many (over 50 percent) of our high tech college graduates leave the State to seek employment. Further, in the most wired state in America, where Online books and Online bookstores are readily available, the numbers of books checked out of libraries should be expected to be

low and declining. Also, in a state where so much of the population is young (college age and younger) school and university libraries would be expected to lower the rates of check-out at public libraries. Two of Utah's universities have made recent improvements to their Internet and library facilities, which should decrease use of public libraries.

Utah ranks first in educational efficiency. We have a lower cost of getting fourth graders to read, a lower cost of getting fourth graders to do math, and a lower cost per ACT point than any other state. It takes less money to do much more in Utah's educational system.

Recommendations

To rise in these rankings, Utah should make recommendations to the U of M for making the criteria more fair. Finding other measures of social impact (as discussed above) would be important.

Policy initiatives focused on rewarding teachers (incentives) and improving the quality of educational programs at State universities should be a priority (not just improvement of high tech programs). Further, attention must be paid to the education graduates, not just engineering and computer science graduates when higher education funding is appropriated.

Finally, State marketing that emphasizes how much good Utah's schools do, and how efficient they are would be very politically valuable. The common perception inside and outside the State is that Utah schools are under-funded. However, rebranding the State as the leader in educational efficiency could prove a lower cost alternative to raising teacher salaries or decreasing class sizes or constructing new schools.

Business Schools

Refer to Appendix Five

1. **Utah Graduate Business Schools**
   a. **U.S. News & World Report**
   b. **Financial Times**
   c. **Wall Street Journal**
   d. **Business Week, "Bang for the Buck"**
   e. **Business Week, MBA Program**
   f. **Forbes**
   g. **Computerworld**
   h. **Public Accounting Report**
   i. **Success**

2. **Utah Undergraduate Business Schools**
   a. **U.S. News & World Report, General Management**
   b. **U.S. News & World Report, Accounting Program**
   c. **Public Accounting Report**

Utah Business Schools
Graduate and Undergraduate Levels

Summary and Observations

Graduate-level, MBA Program

Brigham Young University's (BYU) Marriott School of Business (MSB) has consistently performed well in credible rankings, such as, *U.S. News & World Report, Financial Times, Wall Street Journal, Business Week, Forbes, Computerworld, Public Accounting Report,* and *Success Magazine*. We find that the different ranking services perceive the Marriott School in unique ways. The differences can be explained by the diverse criteria used by each ranking service.

U.S. News & World Report ranked the MSB number 44th overall in all U.S. MBA programs. This is substantial considering the large quantity of B-schools available today. The Report measured reputation, placement success, and student selectivity. Administrators have tightened the requirements on previous work experience, GMAT scores, and undergraduate GPA's to help improve the ranking.

This ranking is one of the most looked-at reports for B-schools, as well as *Business Week*, who ranked the MBA program as being 1st in Payback. This essentially means that BYU's MBA program gives the most "Bang for the Buck" and will provide the highest wage considering how much tuition costs…it takes a graduate an average of 2-3 years to payoff tuition…where at a school like Harvard, it may take twice or triple the amount of time.

Business Week also placed the BYU MBA program in the third tier, which was determined by student satisfaction, employer/recruiters' score of the quality of students, and faculty publications. Many quality research professors could focus more on publishing than teaching, but the school is hesitant, with good reason, to decrease their classroom time.

BYU's Finance MBA attracts many recruiters. Financial Times ranked the program as number 75th, based on career progression, diversity, and research publications.

The Wall Street Journal, the premier finance/business newspaper, ranked the program as 41st in the nation based on recruiters' opinions of the students, schools, value for the money, and mass appeal.

Forbes ranked the MBA program 4th in the region based on a survey of salary before, after, and four years after graduation for the class of 1994. Once again, this supports the program as being great "bang for the buck".

Graduate-level, MISM Program

Computerworld ranked BYU's MISM Program 20th as far as placement rates, program structure, and deans' ranking for information system students. This ranking would be more credible if it had considered more than 63 MISM Programs.

Graduate-level, MAcc Program

The *Public Accounting Report* ranked the MAcc Program as 3rd in the nation. This is substantial considering the ranking was based on the surveyed heads of accredited U.S. accounting programs and 116 professors.

Undergraduate level, Accounting Program

The *Public Accounting Report* consistently ranks the accounting program in the top five, and the program scored 3rd place in 2000. Once again, this is a credible report that is weighted heavily by accounting professionals.

U.S. News & World Report consistently ranks the accounting program in the top ten, based on reputation, retention, faculty resources, student selectivity, financial resources, graduation rate, and alumni giving rate. This is a premier report that is looked at by professionals in all industries and is considered highly credible.

Undergraduate level, General Management

The MSB's reputation as being a quality business school carries on in both graduate and undergraduate arenas. U.S. New & World Report, a highly influential ranking service, places the program 36th in the nation for general management. The program is ranked on reputation, retention, faculty resources, student selectivity, financial resources, graduation rate, and alumni giving rate. Once again, this is a very credible report.

Entrepreneur Center, BYU

On other rankings, Utah has performed well in the entrepreneurial sections, and *Success Magazine*'s 33rd ranking of the BYU Entrepreneurial Center is supportive of that.

Recommendations

BYU is the only Utah school that we found in the national rankings, and as BYU is a privately-owned school, the state's influence is limited. However, the Business School Rankings should be of interest to the state as they help to attract quality students to the state and the serve as an example of how to be successful in the "rankings game".

BYU administrators do well at tracking rankings and making any reasonable changes to improve their ranking. One focus this last year was to encourage MBA students to report their internships, jobs offers, and job acceptances as early as possible to improve the accuracy of their reporting data to ranking services.

BYU's national rankings are an excellent example of how persistent tracking and analyzing of ranking data makes a substantial difference to a school, business, or state. BYU has an overflow of students applying to the Marriott School of Business and are only able to "accept" 50% of the qualified applicants—an envious position to be in!

Social Services and Health

Refer to Appendix Six

1. **Healthiest States, Morgan Quitno Press**
2. **State Health Ranking, United Health Group**
3. **Reliastar State Health Rankings**
4. **Health and Healthcare**
5. **Best States to Raise a Child, Children's Rights Council**
6. **2000 Best & Worst States to Raise a Child, Children's Defense Fund**

Healthiest States *(Morgan-Quitno Press)*

Summary and Observations

Utah is ranked the fifth healthiest state in America. The 21 criteria are displayed on the chart provided in the appendix. The five ranking is a five-place improvement over the previous (1999) ranking by Morgan-Quitno, in which Utah ranked tenth.

The criteria on which Utah scores unacceptably low are suicide rate, AIDs rate, the percentage of State population lacking access to primary care, the number of days for which respondents reported that they were in ill health, the number of beds in hospitals per 100,000 population, and the percent of children not immunized.

Because these criteria are 1) not as high profile or glamorous as the traditional heart disease, smoking, drinking, drug abuse, and cancer; or, 2) not broadly considered a Utah problem, they are given less attention.

However, Utah has implemented programs that should improve our rankings in these particular criteria. The First Lady's crusade to improve immunization rates is laudable, although Utah is ranked 49 for immunizations by age 35 months.

Further, Utah's higher-than-average youthful population is not to blame for the suicide rate—the statistic is age-adjusted.

Improving access to primary care has been a focus of CHIP, and Utah's marketing of the program is abundant and effective, by all accounts. However, the State ranks fourth worst in this area, and must improve its efforts to get adults and children insured, if it hopes to give broader access to primary care.

Finally, the AIDS rate is too high. The State ranks 47 for sexually transmitted disease, but 27 for AIDS rates. The disparity between these two numbers, and our success at curbing other sexually transmitted diseases, should give Utahans pause.

Recommendations

Continuation of the push to "Immunize by Two," as well as the State's very visible promotion of CHIP are necessary to improve our low rankings in those areas, should be a priority.

It is not clear what options Utah has for improving the suicide rate, except possibly improving awareness of mental health and mental health programs within the State, as well as campaigning to decrease the stigma attached to mental illness. The Governor's Office might take the lead in promoting mental health in Utah. Last October, Utah directed its funding for foster child mental health to approved public hospitals, pending improvement of services at State hospitals. If these actions indicate failure in the public mental healthcare system, then more actions to privatize mental health care might be taken to reduce the probability that Utahans resort to suicide.

Publicizing Utah's AIDS problem at the Governor's Office level could actually prove more politically popular and better for Utah in the long run, than trying to rise in the rankings using non-substantive means. Emphasizing that the State is taking action to curb AIDS in its borders and to support research and activism within the State could be a political win, more so than avoiding the mention of our 27 rank. Utah's medical centers and teaching hospitals can be a resource, as might Senator Orrin Hatch, who has been active throughout his tenure in Washington in promoting pediatric AIDS research and funding. Bringing those funds to Utah's research campuses could raise awareness, create political opportunities, and end up curbing the rate, which equals a rise in the rankings.

State Health Rankings—2000 *(United Health Group)*

Summary and Observations

The United Health Group State Health Rankings use the same measures and criteria as those used by the ReliaStar rankings. In the year 2000, Utah's health was still **ranked at number three** in health, although certain statistics have declined since 1998's ReliaStar rankings.

Mortality rates are worse by one ranking each—but in all cases, Utah is still ranked in the top ten. UHG offered no explanation for the jump in the premature death rate from one survey to the next—from number four to number nine.

Adequacy of prenatal care deteriorated between the ReliaStar and United Health Group reports, and Utah, as of 2000, was second worst in the nation at ensuring prenatal care for women. Utah continues to have high numbers of occupational fatalities.

The State owes its third place finish to the low smoking rates, low sick days taken, low cancer and heart disease cases, and low mortality rates. Much improvement was recognized between studies in the area of infectious diseases. As mentioned in the ReliaStar summary, Utah was in the lower fourth of the states in infectious disease prevention. However, by 2000, the ranking had improved so that Utah ranked in the top half of the states (23). This shows much improvement, but detailed analysis of why the rate of infectious diseases is improving is necessary, since social trends, healthcare successes, and policy initiatives may have all played a part.

Recommendations

As usual in these types of subjective surveys utilizing models to analyze objective data, the results should be publicized where positive, and kept quiet where negative. The survey bolsters the image of Utah as a healthy, health-conscious state with a great quality of life.

Also, it highlights some important health problems with which Utah must grapple with real policy solutions. Many suggestions have been highlighted elsewhere in our report, but further study is needed to assess what programs already exist; whether such programs are effective; what new programs are needed; projections of the effectiveness of new programs.

ReliaStar State Health Rankings—1998 *(ING Group)*

Summary and Observations

These rankings, based on 1998 data, are the last health rankings released by ReliaStar prior to its acquisition by ING Group. The ranking is one of the most prestigious gauges of health across states.

Utah ranks third in health, based on criteria and component statistics in five major groups: lifestyle, access to healthcare, occupational safety and disability, disease, and mortality.

As in all health rankings, Utah's scores in smoking, cancer, unemployment, heart disease, infant mortality, and premature deaths are in the top three in the nation. Also verified by this and other health rankings is Utah's high rate of motor vehicle deaths—Utah is ranked 27—and its inadequate provision of prenatal care—Utah ranks 42 in the nation.

A surprising feature of this health ranking, as opposed to other assessed here, is that it combines AIDS, TB, and Hepatitis A and B into one category—infectious diseases. When added together, Utah's infectious disease problem becomes even more apparent than when AIDS alone is measured, and Utah's rank of 36 is cause for alarm.

Utah has low rates of expenditures on public healthcare, which shows how constrained its budget and how small its tax base is, given Utah's tremendous health needs, and good health resources.

Also interesting is that this ranking verifies that despite the lack of prenatal care, health insurance, and infant immunizations, the infant mortality rates, indeed, all the mortality rates, are some of the best in the country.

Recommendations

Utah and other states publicized their standings in this ranking at the time it was released. Because it is older, it is not as useful in current Utah marketing and public relations campaigns. However, it is instructive when compared with newer health rankings and statistics, because it shows that the same problems continue year in and year out despite the State's best efforts.

Health and Healthcare *(UHG)*

Summary and Observations

Utah's health ranks number 3 in the United Health Group's annual study of states' health and healthcare. The study ranks states by **lifestyle** (smoking, auto deaths, violent crimes, heart disease, high school graduation), **access to healthcare** (unemployment, adequacy of prenatal care, lack of health insurance, support for public health care), **occupational safety** (occupational deaths, limited activity days), **disease** (heart disease, cancer, infectious disease), and **mortality** (mortality, infant death, premature death).

Utah is the best state in its smoking rates, risk of heart disease, limited activity days, and cancer cases.

However, **Utah is ranked second to last** in adequacy of prenatal care, and 35 in occupational fatalities, 27 in motor vehicle deaths, and 23 in infectious diseases.

Theoretically, we should expect lower rankings for prenatal care, since we have more children, and statistically, a few mothers without prenatal care can mean more births per capita that did not involve adequate prenatal care. Considering our low rates of prenatal care (as compared to the rest of the nation) **our fourth place finish** in low infant mortality comes as a surprise.

Recommendations

Given the results of the other health studies in this rankings report, it seems clear that Utah is consistently ranked very low in prenatal care. Prenatal care is a major focus of the First Lady, along with infant immunizations. However, from this ranking, it does not appear that Utah is improving.

If the Governor's Office has access to better prenatal care and infant immunization data, it should publicize it, since across the board, Utah is considered by all the rankings, and so therefore, by most of the informed public, as backward and deficient in this area. Managing our reputation must include defending current efforts and policies.

The rankings give us cause to evaluate current policy with regard to prenatal care and infant immunization, as well as motor vehicle deaths. Regardless of how we feel we are doing (the high visibility of the State's efforts is commendable), unless the public at large recognizes improvement, and unless the rankings services begin to catch wind of our improvements, Utah's health reputation will be tarnished by our lack of services for mothers and children.

Best States To Raise a Child—1999 (*Children's Rights Council*)

Summary and Observations

Utah ranks 22 in the rankings of the best places to raise a child by the Children's Rights Council.

The criteria used by the Council to evaluate Utah's child-friendliness are

- Percentage of children referred for investigation of abuse and neglect
- Percentage of children not immunized by age two
- High school dropout rate
- Child death rate
- Infant mortality rate
- Percentage of mothers not receiving prenatal care in the first trimester
- Percentage of juvenile arrests
- Percentage of teen births
- Percentage of divorces

These criteria are all quite objective in their measurement, and are all statistics used in other rankings. The criteria and ranking appear credible.

According to past statistics, four years prior to the most current ranking (1999), Utah was the number one state in which to raise a child. The decline in the rankings can be blamed on the high school dropout rate, the lack of prenatal care, and the low immunization rates in Utah.

Recommendations

This ranking adds to the credibility of the health rankings that find Utah to be among the lowest states in certain prenatal and children's services. Because Utah is known for being such a family-friendly state with lots of children, these types of rankings have not become image problems yet, especially since, in recent memory, Utah was ranked so favorably in its child-friendliness.

Since the rankings have not created image problems yet, no marketing response is appropriate. But the rankings call into question the effectiveness of efforts to "immunize by two," to "baby your baby," and to provide better awareness and access to children's healthcare insurance.

Improving in these rankings will require policy solutions, and because the criteria are objective, will not be easy to market ourselves out of. However, Utah should not publicize this ranking.

Best and Worst States' Delegations for Children—2000 *(Children's Defense Fund)*

Summary and Observations

The Children's Defense Fund ranks Utah's congressional/senatorial delegation among the lowest in the nation for the delegation's support of children. Utah's delegation is **number 46** according to the Fund, which publishes the report every year.

The criteria for the ranking are rather basic. The Fund identifies bills and amendments that are mainly intended to benefit children. Then, it scores each senator and congress member according to the percentage of "yea" votes on the identified legislation. Likewise, it identifies bills that are harmful to children, and scores the congress members and senators on their percentage of "nay" votes.

Utah Senators Hatch and Bennett both scored below 30 percent, and both are listed on the "worst senators for children" list.

Recommendations

While the Fund is definitely a political organization, this ranking demonstrates why rankings, as stated in the introductory section of this report, cannot be ignored. While these are subjective rankings that employ political strategy to advance the Fund's cause, it is important to recognize how much the State of Utah's image can be at the mercy of political groups, especially powerful ones like the Children's Defense Fund.

The official title of the ranking is "Best and Worst States and Members of Congress for Children." Even though the criteria do not analyze the effect of states' policies on children, the title of the ranking is "Best and Worst States," and Utah's rank at the bottom of the list reflects poorly on the State, whose high youthful population and family orientation are well known.

These types of rankings must be combated by the state in fair but open terms, in order to reclaim Utah's reputation from political forces outside the State. We recommend that Utah ask the CDF to alter the title of its rankings to reflect its content—information solely on the delegations.

The Governor's Office already coordinates policy efforts with Utah's congressional delegation. Perhaps considering the reflection on Utah's reputation as a state, and not just on the senators' and congress members' reputations, of voting behavior should be emphasized in meetings with Utah's congressional delegation.

Recreation

Refer to Appendix Seven

1. **20 Best Ski Resorts in the West, Best.com**
2. **Top 25 Ski Resorts, Conde Nast Travler**
3. **Top 10 U.S. Scenic Drives, Great Outdoor Recreation Pages**

Twenty Best Ski Resorts *(Twentybest.com)*

Summary and Observations

On this list of the 20 best ski resorts, Utah has two resorts **in the top ten**—Deer Valley, and Park City Mountain Resort. In the top 20, Alta and Snowbird come in 14 and 19.

The rankings criteria are by editorial decision. The twentybest.com editorial staff compile "best of" lists in areas from politics to travel to resorts to movies, based on personal tastes, popularity, and available information.

Recommendations

Because editors make the decisions as to what ski resorts make the list, marketing Utah's skiing amenities is the only way to rise in the rankings. While this is not a prestigious ranking, we include it here because it figures so prominently in Internet searches for "best skiing" and other skiing-related searches.

It also provides an example of how the Internet has made it very difficult for states to control access to state reputations. Skiers and tourists looking for good skiing on the Web will almost certainly encounter links to this list. Despite its lack of criteria—even informed voting or specific "star" or "diamond" ratings with certain requirements—Utah's resort reputations are, at least to a small extent, in the hands of these editors.

While Utah looks good in the rankings, with four resorts in the top 20, pinpointing marketing campaigns at editors of such lists is wise. For each ski resort ranked, a small fact sheet is provided, with information almost certainly taken from marketing materials available to the list editors. While we do not doubt that the editors may have skied the various resorts included in the list, the fact sheets are proof that marketing does influence list editors.

Top 25 Ski Resorts (*Conde Nast Traveler)*

Summary and Observations

Conde Nast, magazine mega-publisher, compiles the most credible and respected lists of resorts, air travel, food, and hotels available. In the most recent Conde Nast ranking, Utah's ski resorts did not fare as well as they have in the past.

Stein-Eriksen Lodge at Deer Valley, by most accounts Utah's premier ski resort, was the top ranked Utah skiing destination at **number 18**. Goldener Hirsch Inn, The Lodges, both at Deer Valley, also appeared in the top 25, at 20 and 22, respectively.

The yearly Conde Nast rankings are based on data obtained from a reader poll that asks readers to rank ski resorts in the following categories:

- Terrain and conditions
- Accomodations
- Town ambience and amenities
- Lifts and lines
- Food
- Service
- Wheelchair accessible

The first 2000 readers to respond to the survey are counted, with extremes in the sample excluded, for a total sample of about 1800 respondents. The results of each survey are tabulated, with each of the criteria (except wheelchair accessibility) receiving equal weight.

It was not clear from the methodology used by the independent accounting firm that conducts the tabulation whether reader respondents were actually required to have been to the resorts they ranked. However, it is clear that the 25 resorts are all luxury resorts with international reputations for quality.

Also of note, the restaurants at Stein-Eriksen Lodge placed the Lodge first in the food category. Stein-Eriksen is also ranked in the top three for service. While Sundance did not appear in the overall top 25, it was ranked in the top ten in the food category.

Recommendations

Once again, as in most recreational surveys, the key to rising in prestige is good marketing. Advertising in the issues preceding the rankings' release, as well as in the rankings issue helps bring Utah's resorts to the forefront in the minds of those who vote.

Similarly, using the editorial calendar, Utah public relations personnel should encourage magazine editors, especially those of the high circulation travel magazines, to do feature articles on Utah resort destinations.

It is important that this marketing activity be distinguished from marketing activity aimed at bringing tourists to the state. In this case, the marketing is aimed solely at getting Utah to figure more prominently in the rankings of resorts, and the rankings themselves act as marketing for our tourist destinations. The "marketing" provided by good, high-circulation rankings is valuable because it provides what readers interpret as the objective, qualified opinion of travel journalists rather than the biased opinion of a state travel council.

Finally, the Conde Nast list ranks those resorts that are generally inaccessible to most people at the tops of their lists. *Traveler* readers come from a high income demographic, and purchase luxury vactions, so information on top ski resorts is interesting to them. While Utah is not at a loss for luxury ski resorts, the State also has a variety of mid-range, affordable resorts that represent a high value to the mid-range

customer. In view of the limitations in Conde Nast's editorial calendar, it may be appropriate to suggest to the editor that a list of "affordable," or "best buy" ski resorts, rather than allowing only high-end ski resorts to be touted by the rankings.

Of course, since the marketing necessary for rising in the rankings is expensive, it may only be cost effective to play the rankings game in the high-end, market, and rely on traditional marketing campaigns in the mid-range market.

Top Ten U.S. Scenic Drives *(Great Outdoors Recreation Pages)*

Summary and Observations

Utah's Zion's National Park was ranked Number Four in a list of U.S. scenic drives by the Internets largest recreation resource.

The criteria appear to be editorial votes.

Recommendations

Marketing Utah as a recreational Mecca is a priority for having more Utah sites exposed in recreational rankings.

We recommend that the Governor's Office coordinate the efforts of SLOC, the Travel Council, Wildlife Resources, State Parks Service, and UDOT to bring attention to Utah as a recreational destination.

The State Website combines access to many of these offices, and portrays an image of a united front to increase the ease of visiting Utah and the ease of accessing Utah tourist and travel information.

However, more aggressive marketing, especially in the magazines and on the Websites that produce recreational rankings, as well as "wining and dining" editorial staff who produce the rankings, will help Utah's prominence increase among both readers and editors.

In trying to improve in the recreational rankings, Utah must recognize that all states are beautiful. Focusing on the beauty of Utah is not enough. All states have fun lakes and hikes and camping and recreational areas. Utah must capitalize on its unique features. A primary rule of product marketing is that a firm should only sell what people want to buy from the firm.

Since we consider recreation a strong suit for Utah, where the infrastructure (natural and supportive) exists, and where national parks are most abundant, and where cities are accessible and amenities world-class, little change in the recreation "reality" is needed. The image is all that needs to change.

Utah owns the “skiing” image, and possibly the mountain biking, Mormon/Pioneer history and national parks images. What else do consumers want to buy from Utah? Those are the things we should advertise.

The message should not be the beauty of Utah, nor its fun, but the features it has that no other state has: arches, Mormon pioneers, powder snow, and salty lakes are what people want to buy. And Lake Powell, five national parks, Park City Film Festival, Deer Valley, Shakespearean Festival, and historical sites and great restaurants are also important, but should be marketed as corollaries to the things that people already want to buy from Utah.

Environment

Refer to Appendix Eight

Environmental rankings *per se* were hard to find. Most of what we know about Utah's environmental situation compared to that of the other states comes from environment-related criteria in other rankings studies. For example, in most health and quality of life rankings, air quality is a criterion, and on that particular criterion, Utah does not fare very well—the State is generally in the bottom ten percent of the states.

However, according to the same rankings studies, water quality is not a problem in Utah, as Utah's water quality is above the national mean and median for content of harmful chemicals and minerals.

Many environmental groups, such as the Environmental Defense Fund, have provided rankings of the states on environmental issues in the past, but their data are often too old to include here. Most of the environmentalist Websites we surveyed included some sort of report card on states' congressional delegations, but no true rankings. In another section, we included such a report card, but only to demonstrate how even though it was not a true ranking, the report card was titled in such a way as to make it appear to be a ranking (see "Best States for Children"). The fact that significant environmental votes are frequent in congress makes it impractical to include the report cards here, but a few useful Websites are

www.environmentaldefense.org This Site has an outdated ranking of emissions from states' oil refineries. The information in the ranking is objective and non-unique (available from Federal sources). The ranking is used, however, to further political aims, i.e., to highlight the worst oil polluters. Of course, this ranking is also not credible, since it is tremendously biased against states that actually produce oil. Environmental records are relative to the kinds of industries present within a state. Utah does not do well in this ranking in the top 12 refinery polluters in the country.

http://www.sierraclub.org/utah/ The Sierra Club does not have rankings of the states, but does provide a Website for each state which contains information comparing the different environmental issues of each state.

http://www.lcv.org/ The League of Conservation Voters Website contains no information on Utah's energy and environmental record. However, as the issues change, the League adds new information on the states to its states' comparisons.

http://www.nwf.org/watersheds/paralysis/explain.html The National Wildlife Federation report card of the states focuses on the implementation of EPA's TMDL watershed protection standards in 39 states. Utah is given a "D" grade, since it met the EPA's minimum standards, but had poor public participation in the implementation process, and lacks a delisting policy for watersheds and water sources that is favorable to NWF aims. The NWF is a credible organization with a large base of support. Their ranking is very scientific, so it is inaccessible to most voters, but could be used by the press to agitate against the policies of states ranked "poor" or "failing."

e-Government

Refer to Appendix Nine

1. **Assessing E-Government, Genesis Institute, Brown University**

Assessing E-government *(Brown University)*

Summary and Observations

In Darrell West's study of e-government, he ranks Utah's digital government performance at **number 21** overall, much different from the previously treated rankings of e-government.

The criteria West uses to rate the states' Websites are

- Percentage of state's Websites displaying security policy
- Percentage of state's Websites with privacy features
- Percentage of state's Websites with disability access
- Percentage of state's Websites with language translation
- Percentage of state's Websites with links to state services
- Percentage of state's Websites with democratic outreach
- Responsiveness
- Use of advertising for other state services
- Online information available
- Various Online features

In the percentage of Utah Websites displaying a security policy, Utah ranks 29. Utah ranks number 12 in privacy features, and 26 in disability access. Language translation services are not adequate (27), and state service provision is found to be lacking, as well (30). Specific rankings on the other criteria were not available.

Recommendations

Because it appears to give porous access to government, as well as a high level of responsiveness to citizens by treating them as government customers, e-government has a certain democratic appeal.

However, because it lowers the costs of accessing state services, e-government should be pursued with caution, since by lowering the cost in time spent and effort put forth to access services, government services become more attractive and competitive with private solutions. E-government, then, may create a type of dependency.

However, in order to add to the Governor's vision of a digital state, improving e-government is necessary. The disparity between West's rankings and the rankings of the Government Technology service is not immediately explainable, except that West's research did not include data on management and administration, as well as on efficiency. For this reason, the GT study is more holistic, and more credible. When formulating a plan of action for improving e-government, the GT study would be the best ranking to consult.

Appendices

Appendix One:	**High Tech/New Economy**
Appendix Two:	**Business, Economy and Wealth**
Appendix Three:	**Quality of Life and Privacy**
Appendix Four:	**Education**
Appendix Five:	**Business Schools**
Appendix Six:	**Social Services and Health**
Appendix Seven:	**Recreation**
Appendix Eight:	**Environment**
Appendix Nine:	**e-Government**

High Tech/New Economy

Appendix One

1. **New Economy Index, State Rankings**
   a. **Overall**
   b. **Categories**

2. **New Economy Index, Metropolitan Rankings**
   a. **Overall**
   b. **Categories**

3. **The Nation's Digital State Survey**
   a. **Electronic Commerce**
   b. **Taxation/Revenue**
   c. **Law Enforcement and the Courts**
   d. **Social Services**
   e. **Digital Democracy**
   f. **Management/Administration**
   g. **Higher Education**
   h. **K-12 Education**
   i. **Digital State Final Rankings**
   j. **Category Descriptions**

4. **High Tech Havens, Newsweek**

5. **Top 25 Metro Areas for Software Employment, Software & Information Association (SIIA)**

6. **U.S. Metro Economies, Conference of Mayors**
   a. **High Tech Sector % Share of GMP**
   b. **High Tech Growth (% Change)**
   c. **High Tech Output (in millions)**
   d. **State/City High Tech Output (in millions)**

New Economy Index, 2000
State Economies

	Utah Ranking	Criteria Used	Criteria Ranking out of 50	Top 5
Overall Ranking *(63.98 overall score, 48.07 U.S. average)*	**6th**			Massachusetts California Colorado Washington Conneticut
		Office Jobs	**20th**	
		Professional Jobs	**39th**	
		Workforce Education	**3rd**	
		Export Focus of Manufacturing	**25th**	
		Foreign Direct Investment	**27th**	
		Gazelles (quickly growing firms)	**4th**	
		Job Churning	**6th**	
		New Publicly Traded Companies	**18th**	
		Online Population	**4th**	
		Commercial Internet Domains	**5th**	
		Education Technology	**5th**	
		Digital Government	**19th**	
		High-tech Jobs	**15th**	
		Scientists & Engineers	**11th**	
		Patents	**13th**	
		Industry R&D Investment	**14th**	
		Venture Capital	**22nd**	

New Economy Index, Continued 2000
State Economies

Categories	Utah Ranking out of 50	Criteria Used	Criteria Stats	Top 5
Knowledge Jobs *(7.23 score, US average: 6.0)*	**14th**	Share of the Workforce in employed in managerial, professional, and technical positions	22.1% of jobs	Massachusetts Connecticut Colorado Delaware Virginia
		Education level of the workforce		
		Percentage of Workforce Working in Offices	26.7% of jobs in offices	
Globalization	**30th**	Foreign Direct Investment	3.4% of workforce employed by foreign companies	
		Export Focus of Manufacturing	17.7% of manufac. jobs depend on exports	
Economic Dynamism	**6th**	Share of jobs in fast-growing "gazelle" firms	16.7% of total employment	Nevada California Colorado Arizona New Mexico
		Job Churning(start-ups&business failures)		
		Value of Companies' IPOs	.34% of gross state product	
Digital Economy	**3rd**	Percentage of Adults Online	46%	Alaska
		".com" Internet domain names	.32 per firm	Washington
		Percentage of Children Using Computers in the Classroom		Utah Colorado California
		Use of digital technologies to deliver state government services		
Innovation Capacity	**14th**	Jobs in high-tech industries	4.5% of all jobs	Massuchetts
		Scientists & Engineers	0.52% of all jobs	California
		Number of Patents	0.59/1000 workers	Delaware
		Industry R&D	1.8% of GSP	Colorado
		Venture Capital Invested	0.09% of GSP	New Hampshire

New Economy Index, 2000
Metropolitan Economies

	Salt Lake Ranking	Criteria Used	Criteria Ranking out of 50	Top 5	Number of Cities Ranked
Overall ranking	**9th**			San Francisco Austin Seattle Raleigh-Durham San Diego	50
		Professional Jobs	**10th**		
		Workforce Education	**16th**		
		Export Focus of Manufacturing	**28th**		
		Gazelles (quickly growing firms)	**9th**		
		Job Churning	**7th**		
		New Publicly Traded Companies	**25th**		
		Online Population	**5th**		
		Broadband Communication Providers	**34th**		
		Computer Use in Schools	**36th**		
		Commercial Internet Domains	**24th**		
		Internet Backbone	**1st**		
		High-tech Jobs	**16th**		
		Science&Engineering Degrees	**22nd**		
		Patents	**19th**		
		Academic R&D Funding	**5th**		
		Venture Capital	**29th**		

New Economy Index, Continued, 2000
Metropolitan

Categories	Salt Lake Ranking out of 50	Criteria Used	Top 5	Number of Cities Ranked
Knowledge Jobs *(11.2 score, top 50 metro average: 9.8; 41% professional workforce)*	**10th**	Share of the Workforce in employed in managerial, professional, and technical positions Education level of the workforce	Washington,D.C. Denver Minneapolis Austin Raleigh-Durham	50
Globalization *(9.2 score, top 50 metro average: 9.7)*	**28th**	Extent to which the manufacturing workforce is employed in producing goods for foreign export	Seattle Miami Richmond San Francisco Houston	50
Economic Dynamism and Competition *(11.1 score, top 50 metro average: 9.9)*	**15th**	Share of jobs in fast-growing "gazelle" firms Job Churning(start-ups&business failures) Value of Companies' IPOs	San Francisco Las Vegas Orlando Denver Seattle	50
Transformation of the Digital Economy *(12.1 score, top 50 metro average: 9.0; 50% of all adults online, 64% of children use computers in school)*	**9th**	Percentage of Adults Online ".com" Internet domain names Percentage of Children Using Computers in the Classroom Internet Backbone Broadband Communication Providers	San Francisco Austin San Diego Washington,D.C. Denver	50
Technological Innovation Capacity *(10.1 score, top 50 metro average: 9.6;) 4% of all jobs are high-tech and there are .51 patents per 1,000 workers)*	**11th**	Jobs in high-tech industries Science&Engineering Degrees Number of Patents Academic R&D Funding Venture Capital Invested	Raleigh-Durham San Francisco Austin Boston Rochester	50

THE NATION'S DIGITAL STATE SURVEY

A comprehensive study by the Center for Digital Government, Government Technology *magazine and the Progress & Freedom Foundation*

http://www.centerdigitalgov.com/center/survey.phtml

Electronic Commerce Category

State	Points	Rank
Georgia	90.91	1
Alaska	87.88	2
Kansas	81.82	3
Kentucky	81.82	3
Washington	81.82	3
Wisconsin	81.82	3
Maryland	81.82	3
Illinois	78.79	8
Idaho	75.76	9
Michigan	75.76	9
Pennsylvania	72.73	11
Texas	72.73	11
Louisiana	72.73	11
Connecticut	69.70	14
Florida	69.70	14
Indiana	69.70	14
Oregon	69.70	14
South Dakota	69.70	14
Utah	**69.70**	**14**
Missouri	63.64	20
Virginia	63.64	20

Taxation/Revenue Category

State	Points	Rank
Kansas	100	1
Alaska	94.4	2
New Jersey	94.4	2
Oklahoma	94.4	2
Pennsylvania	94.4	2
Washington	94.4	2
Wisconsin	94.4	2
Illinois	88.9	8
South Carolina	88.9	8
Maryland	83.3	10
Michigan	77.8	11
West Virginia	77.8	11
Georgia	77.8	11
Idaho	77.8	11
Massachusetts	77.8	11
Texas	77.8	11
Utah	**77.8**	**11**
Colorado	77.8	11
Missouri	77.8	11
New Mexico	77.8	11
Delaware	72.2	21

Law Enforcement and the Courts

State	Points	Rank
Georgia	95.2	1
Pennsylvania	90.5	2
Utah	**90.5**	**2**
Maryland	85.7	4
New Jersey	85.7	4
Texas	85.7	4
Wisconsin	85.7	4
Kansas	81.0	8
North Carolina	81.0	8
Oregon	81.0	8
Washington	81.0	8

Social Services

State	Points	Rank
Washington	100.0	1
Kansas	88.9	2
Utah	**74.1**	**3**
New Jersey	70.4	4
Alaska	66.7	5
Texas	66.7	5
Arkansas	63.0	7
South Dakota	63.0	7
Massachusetts	59.3	9
Nebraska	59.3	9
Pennsylvania	59.3	9

Digital Democracy

State	Points	Rank
Arizona	100	1
Washington	100	1
Idaho	90.5	3
Kansas	90.5	3
Minnesota	90.5	3
Wisconsin	90.5	3
Alaska	85.7	7
Connecticut	85.7	7
Illinois	85.7	7
Michigan	85.7	7
Georgia	81.0	11
Texas	81.0	11
California	76.2	13
Florida	76.2	13
Louisiana	76.2	13
Maryland	76.2	13
Nebraska	76.2	13
Nevada	76.2	13
New Jersey	76.2	13
Ohio	76.2	13
S.Carolina	76.2	13
Iowa	71.4	22
Oregon	71.4	22
S. Dakota	71.4	22
Virginia	71.4	22
Colorado	66.7	26
Mass.	66.7	26
Mississippi	66.7	26
Utah	**66.7**	**26**
W. Virginia	66.7	26

Management/Administration

State	Points	Rank
Washington	100	1
Illinois	97.0	2
Michigan	93.9	3
Alaska	90.9	4
Arizona	90.9	4
Indiana	90.9	4
Virginia	90.9	4
Kansas	90.9	4
West Virginia	87.9	9
Nebraska	84.8	10
Nevada	84.8	10
Utah	**84.8**	**10**
New Jersey	81.8	13
Iowa	78.8	14
Maryland	78.8	14
Minnesota	78.8	14
Tennessee	78.8	14
Georgia	78.8	14

Higher Education

State	Points	Rank
Kansas	100	1
South Dakota	100	1
Arizona	93.3	3
Montana	93.3	3
Utah	**93.3**	**3**
Washington	93.3	3
Alaska	93.3	3
Florida	86.7	8
Georgia	86.7	8
Idaho	86.7	8
Illinois	86.7	8
Iowa	86.7	8
Michigan	86.7	8

K-12 Education

State	Points	Rank
South Dakota	100	1
Illinois	94.4	2
Tennessee	94.4	2
Washington	94.4	2
Arizona	88.9	5
Florida	88.9	5
Georgia	88.9	5
Michigan	88.9	5
West Virginia	88.9	5
Arkansas	83.3	10
Connecticut	83.3	10
Maryland	83.3	10
New Jersey	83.3	10

New Jersey	86.7	8	North Carolina	83.3	10
Hawaii	80.0	15	Texas	83.3	10
Maryland	80.0	15	**Utah**	**83.3**	**10**

Digital State Final Rankings
(top 20)

State	Points	Rank
Washington	93.0	1
Kansas	89.0	2
Alaska	84.1	3
Illinois	81.5	4
Utah	**80.1**	**5**
New Jersey	79.1	6
Georgia	78.8	7
Wisconsin	77.3	8
Maryland	77.1	9
Texas	76.4	10
Michigan	75.8	11
Penn.	73.4	12
Idaho	70.4	13
Nebraska	69.8	14
S. Dakota	69.8	14
Virginia	69.4	16
Arizona	68.0	17
Louisiana	67.5	18
Nevada	66.4	19
Iowa	65.8	20

The Nation's Digital State Survey Categories

Survey results in the **Electronic Commerce** category reveal what services are available online for citizens, if citizens can actually file or apply for a license online, if citizens can receive online customer service through a state employee, and more.

The **Taxation/Revenue** category shows which states allow taxpayers to download and submit tax forms online, customer service availability online, and if states use a digital system to record, store and retrieve tax records.

In the **Social Services** category, survey results revealed the progress made by states in online services to citizens, such as benefits, applications, employment opportunities, electronic benefit transfers, intranet developments, and more.

In the area of **Law Enforcement & the Courts**, the survey uncovered achievements made by the states in utilizing digital mobile technologies, systems, video teleconferencing, accessing court opinion online, and more.

In the **Digital Democracy** category, survey results reveal states' activities and efforts in providing online access to legislative decisions, election materials and voting, proceedings, information on lobbyists, judicial branch agencies, and more.

In the area of **Management/Administration**, survey results highlight states' Information Technology commissions, policy boards and councils that oversee IT policies and procedures. The survey also reveals where states are at in developing intranets and portals, statewide architectures, and more.

Survey results in the **Higher Education** category reveal which state universities provide students with online access to administrative functions; which have formal intellectual properties around course curriculum relating to the Internet; and which provide distance education courses.

The **K-12 Education** category shows which states require technology training as part of standard teacher education curriculum and certification; what percent of students have high-speed access to online learning resources; and if state education resources support projects that encourage innovative use of technology.

High Tech Havens: New High Tech Cities
Newsweek
April, 2001
http://www.msnbc.com/news/562272.asp

	Criteria					
Ten New High Tech Cities *(In no particular Order)*	***Population***	***Tech Jobs***	***People Online***	***High Tech Firms***	***Venture Capital***	***Key Industry***
Oakland, CA	400000	10000	67%	300	423000000	Internet
Ventura Freeway Coridor, CA	1000000	115000	70%	600	848000000	Power Supply, Networking
San Diego, CA	2900000	154000	63%	600	1497000000	Wireless, Biotech
Denver, CO	2600000	87000	67%	5500	3281000000	Telecom, Networking
Tulsa, OK	393000	54000	48%	380	6000000	Internet, Telecom
Dallas, TX	5000000	90000	60%	4000	1406000000	Telecom, Semiconductors
Omaha, NE	390000	50000	61%	4000	6000000	Telecom, Data Processing
Washington, DC	2400000	322000	67%	7800	3088000000	Telecom, Biotech
Huntsville, AL	158000	18000	48%	1000	66000000	Electronics, Aerospace
Akron, OH	217000	30000	62%	400	215000000	Polymers

Top 25 Metro Areas for Software Employment in 1999
Software & Information Industry Association (SIIA)
http://www.siia.net/sharedcontent/press/2001/3-5-01.html
(Washington, DC)

The Software & Information Industry Association (SIIA) released an analysis of data from the Bureau of Labor Statistics revealing the top 25 metropolitan areas for software-related employment in 1999. The Boulder-Longmont area in Colorado repeated as the leading area for software employment with more than 5 times the national average. Occupations considered software employment were programmers, engineers, systems analysts, database administrators, network administrators and analysts, and support specialists. Ranking is based on the number of software-related employees divided by area population.

The Software & Information Industry Association (SIIA) is the principal trade association of the software code and information content industries. SIIA represents more than 1,000 leading high-tech companies that develop and market software and electronic content for business, education, consumers and the Internet. For further information, visit http://www.siia.net

1999 Index of Software Employment by Metropolitan Area
(US average = 100)

Rank	Metro Area	Index
1	Boulder-Longmont, CO PMSA	566
2	San Jose, CA PMSA	496
3	San Francisco, CA PMSA	329
4	Washington, DC	276
5	Boston, MA-NH PMSA	274
6	Raleigh-Durham-Chapel Hill, NC	273
7	Austin-San Marcos, TX	273
8	Dallas, TX PMSA	259
9	Lowell, MA-NH PMSA	230
10	Stamford-Norwalk, CT PMSA	227
11	Denver, CO PMSA	209
12	Seattle-Bellevue-Everett, WA PMSA	205
13	Minneapolis-St. Paul, MN-WI	200
14	Hartford, CT	200
15	**Provo-Orem, UT**	**199**
16	Madison, WI	192
17	Kansas City, MO-KS	179
18	Huntsville, AL	179
19	Columbus, OH	178
20	Atlanta, GA	177

U.S. Metro Economies: Leading America's New Economy
United States Conference of Mayors, and
The National Association of Counties
Prepared by Standard and Poor's DRI
June, 2000
http://www.usmayors.org/citiesdrivetheeconomy/index2.html

Categories	***Provo-Orem's Rankings*** ***Salt Lake-Ogden's Rankings***	***Top Five in Each Category***
High Tech Metro Leaders	SLC/Ogden **60** Provo/Orem **69**	San Jose, CA (57.8%)
High Tech Sector % Share of GMP	SLC/Ogden **13%** Provo/Orem **12%**	Dutchess County, NY (50.7%)
		Boulder, CO (39.6%)
		Salem, OR (38.9%)
		Burlington, VT (38.6%)
High Tech Metro Leaders	SLC/Ogden **37** Provo/Orem **69**	Pocatello, ID (25.25%)
High Tech Growth (% Change)	SLC/Ogden **11.5%** Provo/Orem **10.25%**	Columbia, MO (22.75%)
		Lubbock, TX (22.43%)
		Salem, OR (20.93%)
		Burlington, VT (20.73%)
High Tech Metro Leaders	SLC/Ogden **39** Provo/Orem **Not listed**	Boston, MA ($44400.57)
High Tech Output in Millions	SLC/Ogden **$5476.03**	San Jose, CA ($43581.04)
	Provo/Orem **$897.98**	Los Angeles, CA ($43330.21)
		Washington, DC ($39282.73)
		Chicago, IL ($34680.77)
High Tech Metro/State Leaders	Utah **62** SLC **73** Provo **177**	California $210157.67
State/City High Tech Output	Utah **$7617.78**	Texas $83373.87
In Millions	SLC/Ogden **$5476.03**	New York $76311.45
	Provo/Orem **$897.98**	Massachussetts $46752.07
		Boston, MA $44400.57

Business, Economy and Wealth

Appendix Two

1. **U.S. Metro Economies, Conference of Mayors**
    a. **Top 100 U.S. Metro Economies**
    b. **World Rankings on GDP/GMP**

2. **Economic Development Report Card, The Corporation for Enterprise Development (CFED)**
    a. **Performance**
    b. **Business Vitality**
    c. **Development Capacity**

3. **World Class Communities (Manufacturing), Industry Week**
    a. **Overall**
    b. **Metropolitan Statistical Areas**
    c. **Economic Areas**
    d. **Exurban Areas**

4. **Top States for Entrepreneurs, Cognetics**
    a. **Top Ten States**
    b. **Top Ten Large Metro Areas**

5. **Top Wealth-Friendly States, Bloomberg Personal Finance**
    a. **Overall**
    b. **Salary**
    c. **Real Assets**
    d. **Mixed Assets**
    e. **Retirement**
    f. **Taxes**

6. **Top State Insurance Markets, American Insurance Association**
    a. **Commercial**
    b. **Personal**

7. **Utah Companies Mentioned on Fortune.com "Top Lists"**
    a. **25 of the Coolest U.S. and International Companies**
    b. **Fortune 500**
    c. **List of companies with a presence in Utah**

8. **50 Best Big Metro Areas, Inc.com "Hot Zones"**

9. **The World's Top 50 Airports, Airport Council International**

10. **Top 10 Airlines**

U.S. Metro Economies: Engines for America's Growth
The United States Conference of Mayors and
The National Association of Counties
Prepared by Standard and Poors DRI

May, 2000

http://www.usmayors.org/citiesdrivetheeconomy/

Categories	***Salt Lake-Ogden's Rankings***	***Top Five in Each Category***
Top 100 U.S. Metro Economies	**49th**	New York, NY ($391.56 bill.)
Gross Metropolitain Product (GMP)	**$42.1 billion**	Los Angeles, CA ($333.94 bill.)
		Chicago, IL ($303.56 bill.)
		Boston, MA ($215.14 bill.)
		Washington, DC ($194.6 bill.)
World Rankings on GDP/GMP	101	U.S.
Gross Metropolitain Product, (GMP)	$42.103 billion	Japan
		Germany
		U.K.
		France
		New York (16th)
		Los Angeles (17th)
		Houston (34th)
		San Jose (65th)

Utah 2000 Development Report Card

(Note: A ranking of "1" is best, "50" is worst)

PERFORMANCE

Employment

Long-Term Employment Growth	2
Short-Term Employment Growth	13
Unemployment Rate	20
Mass Layoffs	22

Earnings and Job Quality

Average Annual Pay	33
Average Annual Pay Growth	32
Employer Health Coverage	16
Workings Poor	28
Involuntary Part-Time Employment	1

Equity

Poverty Rate	4
Income Distribution	1
Income Distribution Change	11
Rural/Urban Disparity 2	

Quality of Life

Net Migration	41
Infant Mortality	2
Uninsured Low Income Children	19
Teen Pregnancy	16
Heart Disease	1
Homeownership Rate	9
Charitable Giving	1
Voting Rate	38
Crime Rate	43

Resource Efficiency

Per Capital Energy Consumption	21
Renewable Energy	39
Toxic Release Inventory	49

BUSINESS VITALITY

Competiveness of Existing Businesses

Traded Sector Strength	43
Change in Traded Sector Strength	35
Business Closings	36
Sector Competiveness	6
Manufacturing Capital Investment	31

Structural Diversity

Sectoral Diversity	1
Dynamic Diversity	11

Entrepreneurial Energy

New Companies	5
Change in New Companies	14
New Business Job Growth	1
Technology Companies	11
Initial Public Offerings	28

DEVELOPMENT CAPACITY

Human Resources

Basic Educational Proficiency, Reading	22
Basic Educational Proficiency, Math	12
Average Teacher Salary	41
K-12 Education Expenditures	50
High School Graduation	10
High School Attainment	2
College Attainment	8

Financial Resources

Commercial Bank Deposits	12
Loans to Deposits	5
Loans to Equity	23
Commercial and Industrial Loans	9
Commercial and Industrial Loans to Total Loans	27
Venture Capital Investments	12
SBIC Financing	31
Loans to Small Businesses	33

Infrastructure Resources

Highway Deficiency	9
Bridge Deficiency	10
Urban Mass Transit	13
Sewage Treatment Needs	6
Digital Infrastructure	12

Amenity Resources and Natural Capital

Energy Cost	8
Urban Housing Costs	50
Health Professional Shortage Areas	48
Tourism Spending	12
Conversion of Cropland to Other Uses	1
Air Quality	43

Innovation Assets

Ph.D., Scientists, and Engineers	14
Science/Engineering Grad. Students	9

Households with Computers	2
University Research & Development	9
Federal Research & Development	23
Private Research & Development	17
SBIR Grants	15
Royalties and Licenses	9
Patents Issued	18
University Spin-outs	1

"A state's economic prospects cannot be judged by simply counting the number of factories, the availability of low-paying jobs, or how low taxes may be," said CFED president Brian Dabson. "The quality of jobs, standards of living, investments in innovation, education, sustainable growth, and infrastructure, and many other factors must be taken into account in determining a state's long-term economic health."

This year's *Development Report Card* finds that states rich in innovation assets generally have the most competitive, diverse and entrepreneurial business climates. Innovation assets include students and employees in high tech fields, ample public and private research and development funding, and success in marketing new products through universities and small businesses. States such as California, Colorado, Connecticut, Massachusetts, New York, Rhode Island, Utah and Washington stand out in this area.

"These findings show that states must make critical investments in innovation and in people in order to sustain and improve their competitiveness and business vitality," said William Schweke, Senior Program Director for CFED. "Economic success increasingly relies on human capital, sustainability, and entrepreneurship. States making strong investments in education and research are creating high quality jobs and these states are faring the best economically."

The Corporation for Enterprise Development (CFED) is a private, nonprofit economic development organization begun in 1979 with offices in Washington, DC, San Francisco, CA, and Durham, NC. CFED works with state and local governments, private companies, non-profit organizations, foundations, and others to support appropriate economic development to increase economic opportunities and competitiveness for all citizens. *The Development Report Card for the States* is not influenced by state officials, purchasers, or clients of CFED. For more information or to schedule an interview, please contact Brian Faith at 202-667-0901. Please visit drc.cfed.org for the complete *Development Report Card* and state-by-state assessments.

World Class Communities (Manufacturing)
Industry Week, April 2000
http://www.industryweek.com/IWinprint/communities/wcc01.xls

Category	*Salt Lake-Ogden's Rankings*	*Top 10 in Each Category*
Overall Rank	**not avail.**	
Ranking of Metropolitan Statistical Areas (Central city plus adjacent counties, commuters)	**72**	San Jose
Criteria		Portland-Vancouver
Population (1992-1998)	"	Los Angeles-Long Beach
Manufacturing Employment (1992-1998)	"	Houston
Total Employment (1992-1998)	"	Dallas
Gross Metropolitan Product (1992-1998)	"	Boston-Worcester-Lawrence-Lowell-Brockton
Gross Metropolitan Manufacturing Product (1992-1998)	"	Detroit
GMP from Manufacturing per Employee	"	Seattle-Bellevue-Everett
Metropolitan Area Share of GDP from Manufacturing	"	Phoenix-Mesa
Three-year change in GMP from Manufacturing	"	Chicago
Manufacturing Sector's Share of Area Employment	"	
Three-year Average Annual Growth in Manufacturing	"	
Ranking of Component Economic Areas (Including outlying cities and counties)	**51**	San Jose
Criteria		Portland-Vancouver
Population (1992-1998)	**not avail.**	Dallas
Manufacturing Employment (1992-1998)	"	Boston-Worcester-Lawrence-Lowell-Brockton
Total Employment (1992-1998)	"	Houston
Gross Metropolitan Product (1992-1998)	"	Los Angeles-Long Beach
Gross Metropolitan Manufacturing Product (1992-1998)	"	Detroit
GMP from Manufacturing per Employee	"	Seattle-Bellevue-Everett
Metropolitan Area Share of GDP from Manufacturing	"	Phoenix-Mesa
Three-year change in GMP from Manufacturing	"	Chicago
Manufacturing Sector's Share of Area Employment	"	Atlanta
Three-year Average Annual Growth in Manufacturing	"	
Ranking of Exurban Areas (Includes all areas economically linked to metropolitan area)	**21**	Atlanta, GA-AL-NC-exurban
Criteria		Salem, OR-exurban
Population (1992-1998)	**not avail.**	Des Moines, IA-IL-MO-exurban
Manufacturing Employment (1992-1998)	"	Indianapolis, IN-exurban
Total Employment (1992-1998)	"	Columbus, OH-exurban
Gross Metropolitan Product (1992-1998)	"	Owensboro, KY-exurban
Gross Metropolitan Manufacturing Product (1992-1998)	"	Minneapolis-St. Paul, MN-WI-exurban
GMP from Manufacturing per Employee	"	*Hobbs, NM-TX-exurban
Metropolitan Area Share of GDP from Manufacturing	"	Louisville, KY-IN-exurban
Three-year change in GMP from Manufacturing	"	
Manufacturing Sector's Share of Area Employment	"	
Three-year Average Annual Growth in Manufacturing	"	

Top States for Entrepreneurs
Annual Cognetics ranking of "Entrpreneurial Hot Spots"
2001 www.cogonline.com

Top Ten States for Entrepreneurs	***Top Ten Large Metro Areas for Entrepreneurs***	***Criteria***
Nevada	Phoenix	Measures the recorded frequency with which new companies start and young firms grow. Specifically, the report measures firms that started in the last 10 years that employ at least 5 people today and the percent of firms 10 years or younger four years ago that grew significantly during the last four years. Growth of dot.coms were notable in Salt Lake City-Provo and there is a "Wild West" mentality that is very attractive to entrepreneurs and the New Economy of the Internet. "Utah has done a tremendous job of bringing bandwidth to their rural communities."
Arizona	**Salt Lake City-Provo**	
Utah	Atlanta	
Georgia	Raleigh-Durham	
Colorado	Indianapolis	
Maryland	Dallas-Fort Worth	
Texas	Charlotte	
Delaware	Memphis	
North Carolina	Washington D.C.	
Virginia	Orlando	

Top Wealth-Friendly States
Bloomberg Personal Finanance
March, 2000
http://www.bloomberg.com/personal/wealth_s.pdf

Categories	*Utah's Rank*	*Absolute Statistics*	*Top 10 States*
Overall Ranking	**14**		Wyoming
			Nevada
Criteria			Washington
Wealth In Salary	**22**		Tennesee
Tax Bill		$32,398.00	Alaska
(on adjusted gross income of $100,00.00)			Florida
Wealth in Real Assets	**10**		Louisiana
Tax Bill		$13,734.00	South Dakota
(on real assets of $100,000.00)			Texas
Wealth in Mixed Assets	**20**		Alabama
Tax Bill		$33,744.00	
(on mixed assets of $100,000.00)			
Wealth in Retirement	**10**		
Tax Bill		$9,095.00	
(on retirement accounts of $100,000.00)			
Effective Estate Tax (Ranked lowest to highest, 1-50)	**1** **(tied with 43 states)**	4.98%	
State Income Tax (on gross income of $100,000.00. Ranked lowest to highest, 1-50)	**34**	5.34%	
Average Property Tax	**5**	0.66%	
Effective Sales Tax (on spending of $30,000.00 for food, drugs, and gasoline. Ranked lowest rate to highest, 1-50)	**44**	4.92%	

Top State Insurance Markets
American Insurance Association
1130 Connecticut Avenue, NW
Suite 1000
Washington, DC 20036
202-828-7100
www.aiadc.org

Researchers used five categories to rank the present and future climate in states for both personal and commercial insurers. Four categories were the same: *market size, growth, profit-ability,*and *external insurance climate. Economic measures* is the fifth category for commercial lines, *demography* for personal lines. For both lines, insurance factors receive the most weight. States are sorted from most to least favorable for each type of insurance.

In the future, the AIA predicts the top ten states will account for 24.2 percent of the market while the bottom ten will comprise 15.2 percent.

Ten Best State Markets*

Commercial

Arizona
Colorado
Florida
Idaho
Indiana
Minnesota
Nevada
Oregon
Tennessee
Utah

Personal

Arizona
Colorado
Florida
Georgia
Idaho
Louisiana
Minnesota
New Mexico
Oregon
Utah

Source: Conning & Co.
***Alphabetical Order**

Utah Companies Mentioned on Fortune.com "Top Lists"

1. Fortune.com's "25 of the Coolest U.S. and International Companies"

NextPage
Headquarters: Lehi, Utah
Address: www.nextpage.com

The Lehi, Utah, firm has created a platform, NXT 3, that allows corporate users to connect disparate servers. NXT 3 enables workers to locate documents on others' PCs. Law firm Baker & McKenzie, for example, uses it so that attorneys in the firm's 61 offices can access files on one another's hard drives and collaborate on briefs. The two-year-old NextPage has $36.5 million in funding and--get this--more than 150 customers.

2. Fortune.com's "Fortune 500 Ranked Among States"

AUTOLIV
U.S. Headquarters: Airport Rd., Ogden 84405
801-625-9200
CEO, Lars Westerberg
www.autoliv.com

The company is a worldwide leader in automotive safety, a pioneer in both seat belts and airbags, and a technology leader with the widest product offering for automotive safety. All the leading automobile manufacturers in the world are their customers. They have 80 subsidiaries and joint ventures in 30 countries.

They are the inventors of the world's first side-impact airbag, the *Inflatable Curtain* (IC) for head protection in side impacts and the *Anti-Whiplash Seat* (AWS). They continue to drive automotive safety by developing Adaptive airbags, Roll-over protection systems and Night Vision systems.

3. **PowerQuest Corporation**
4. **Novell**
5. **e-Bay**
6. **Compaq Computers**
7. **Intel**
8. **Qwest Communicatons**
9. **America Online**

50 Best Big Metro Areas
Inc.com, HOT ZONES: THE RANKINGS
http://www.inc.com/articles/details/0,3532,CID15698_PAG17_REG6,00.html

1. Phoenix, AZ
2. Salt Lake City-Provo, UT
3. Atlanta, GA
4. Raleigh-Durham, NC
5. Indianapolis, IN
6. Washington, DC-MD-VA
7. Memphis, TN-AR-MS
8. Orlando, FL
9. Dallas-Fort Worth, TX
10. Nashville, TN
11. Denver-Boulder, CO
12. Louisville, KY-IN
13. Minneapolis-St. Paul, MN-WI
14. Charlotte, NC-SC
15. Grand Rapids-Muskegon, MI
16. Birmingham-Tuscaloosa, AL
17. San Diego, CA
18. Houston-Galveston, TX
19. Columbus, OH
20. San Antonio, TX
21. Cincinnati, OH-KY-IN
22. Richmond, VA
23. Kansas City, MO-KS
24. Portland, OR-Vancouver, WA
25. Miami-Fort Lauderdale, FL
26. Milwaukee-Racine-Sheboygan, WI
27. Baltimore, MD
28. Tampa-St. Petersburg, FL
29. Norfolk-Portsmouth-Virginia Beach, VA
30. St. Louis, MO-IL
31. San FranciscoOaklandSan Jose, CA
32. Los Angeles, CA
33. Chicago, IL-IN
34. Detroit, MI
35. Dayton-Springfield, OH
36. Boston, MA
37. New Orleans, LA
38. Greensboro-Winston-Salem, NC
39. Cleveland-Akron, OH
40. Seattle, WA
41. Sacramento, CA
42. Oklahoma City, OK
43. Philadelphia, PA-NJ
44. Pittsburgh, PA
45. Bridgeport-Stamford-Norwalk, CT

46. Buffalo, NY
47. New York, NY-NJ
48. Rochester, NY
49. Hartford, CT
50. Albany-Schenectady-Troy-Glens Falls, NY
Source: Cognetics Inc.

The World's Top 50 Airports
(Ranked by passenger numbers)
January to December 1998
http://news.airwise.com/airports/traffic/98top50.html

Information supplied by Airport Council International, the organization that represents most of the world's airports.

	AIRPORT		Total Passengers	Change %
1	Atlanta Hartsfield	ATL	73,474,298	7.7
2	Chicago O'Hare	ORD	72,369,951	3.0
3	Los Angeles	LAX	61,216,072	1.8
4	London Heathrow	LHR	60,659,500	4.3
5	Dallas/Ft Worth	DFW	60,482,700	n/a
6	Tokyo Haneda	HND	51,240,704	3.9
7	Frankfurt	FRA	42,734,178	6.1
8	San Francisco	SFO	40,059,975	-1.1
9	Paris Charles de Gaulle	CDG	38,628,916	9.5
10	Denver	DEN	36,817,520	5.3
11	Amsterdam Schiphol	AMS	34,420,143	9.0
12	Miami	MIA	33,935,491	-1.7
13	Newark	EWR	32,445,000	5.0
14	Phoenix Sky Harbor	PHX	31,771,762	3.6
15	Detroit Metro	DTW	31,544,426	0.1
16	New York John F Kennedy	JFK	31,295,000	-0.2
17	Houston Intercontinental	IAH	31,025,726	8.1
18	Las Vegas McCarran	LAS	30,217,665	-0.3
19	Seoul Kimpo	SEL	29,429,044	-19.9
20	London Gatwick	LGW	29,173,257	8.2
21	St Louis Lambert	STL	28,640,345	3.5
22	Minneapolis/St Paul	MSP	28,532,487	-2.8
23	Hong Kong	HKG	27,897,619	-3.8
24	Orlando	MCO	27,748,571	1.6
25	Toronto Pearson	YYZ	26,744,530	2.5
26	Boston Logan	BOS	26,415,593	5.1
27	Seattle-Tacoma	SEA	25,825,688	4.4
28	Bangkok	BKK	25,623,720	2.0
29	Rome Fiumicino	FCO	25,254,520	1.0
30	Madrid Barajas	MAD	25,254,338	7.0
31	Paris Orly	ORY	24,951,984	-0.4
32	Tokyo Narita	NRT	24,441,365	-4.8
33	Philadelphia	PHL	24,230,967	8.0
34	Singapore	SIN	23,803,180	-5.4

35	Charlotte	CLT	22,947,613	0.7
36	Honolulu	HNL	22,920,793	-3.9
37	New York La Guardia	LGA	22,679,700	5.0
38	Sydney	SYD	21,206,897	2.8
39	Cincinnati	CVG	21,179,226	4.0
40	Pittsburgh	PIT	20,556,075	-1.0
41	**Salt Lake City**	**SLC**	**20,252,339**	**-3.9**
42	Munich	MUC	19,321,355	8.0
43	Zurich	ZRH	19,301,424	5.3
44	Osaka	KIX	19,223,600	-2.7
45	Mexico City	MEX	18,946,440	6.2
46	Brussels	BRU	18,481,897	16.0
47	Palma de Mallorca	PMI	17,660,402	6.7
48	Manchester	MAN	17,507,635	8.3
49	Beijing	PEK	17,318,999	2.4
50	Copenhagen	CPH	16,670,511	-1.0

Quality of Life and Privacy

Appendix Three

1. **The Camelot Index Ranking of States**

2. **Best Places to Live, Money.com**
    a. **Overall**
    b. **Utah Statistics**
        i. **Weather**
        ii. **Crime**
        iii. **Housing**
        iv. **Education**
        v. **Economy**
        vi. **Health**
        vii. **Quality of Life**
        viii. **Transportation**

3. **Top Six Most Livable Large Cities in America, Conference of Mayors**

4. **Most Livable States, Morgan Quitno Press**

5. **Economic Report to the Governor, Social Indicators**
    a. **Crime**
    b. **Education**
    c. **Vital Statistics**
    d. **Health**

6. **125 Best Places to Earn and Save Money, ING Group**
    a. **Earnings and Wealth Potential**
    b. **Safety Net**
    c. **Personal Threats**
    d. **Community Economic Vitality**

7. **Best Cities for 20 to 30 Year Olds, Realty Times**

8. **Privacy Protection, Privacy Journal**

a. **Ranking**
b. **Criteria**

The Camelot Index Ranking of States

http://www.wnpt.net/tndollars/compare_overall.htm

The Camelot Index developed by *Reports* founding editor, Hal Hovey, ranks states on economy, health, crime, education, social stability, and state management. A Camelot-like state has a healthy economy with opportunities for those seeking to improve their economic position, healthy people, low crime rates, a well-educated population, small classes for public elementary and secondary education and affordable public colleges, a healthy society with citizens who vote and raise children in stable homes, and a prudently managed government.

Hovey believed the ultimate measures of state performance deal with what is important to citizens: "Most Americans agree on what's good and bad in their own lives and in society. They prefer good health to bad, more education to less, less crime to more, more income to less, and so on. The Camelot Index is loaded with value Judgments, but the underlying judgments are based on this shared understanding. It is based on a selection of these judgments, the best measures available to evaluate state performance against these judgments, and assumed equal weightings of each of the factors considered. In a broad sense, the results show which is the 'best' and 'worst' state."

Camelot Index: Aggregate Overall Rankings of States

Rank	State	Average	Rank	State	Average
1	Iowa	13.9	26	Kentucky	25.8
2	Minnesota	14.6	27	Rhode Island	25.9
3	New Hampshire	15.8	28	Alaska	26.8
4	North Dakota	16.5	29	Delaware	28.1
5	Colorado	17.4	30	Hawaii	28.2
6	Wyoming	17.6	31	New York	28.3
7	Wisconsin	17.6	32	West Virginia	28.3
8	Nebraska	17.9	33	Maryland	28.4
9	Kansas	18.5	34	Texas	28.4
10	**Utah**	**18.6**	35	Michigan	28.6
11	Vermont	18.9	36	Nevada	28.9
12	Idaho	19.1	37	Illinois	29
13	Maine	19.4	38	North Carolina	29.4
14	Massachusetts	19.6	39	Georgia	29.9
15	South Dakota	19.8	40	California	30
16	Connecticut	21.6	41	Arizona	30.4
17	Virginia	22.1	42	Oklahoma	30.8
18	Washington	23	43	Florida	31.5

19	Montana	23.1	44	Tennessee	31.5
20	New Jersey	23.2	45	Arkansas.	31.9
21	Oregon	23.3	46	South Carolina	32
22	Missourri	23.9	47	Alabama	32.2
23	Ohio	24.6	48	New Mexico	35.8
24	Indiana	24.6	49	Mississippi	36.4
25	Pennsylvania	24.9	50	Louisiana	40.6

Best Places to Live
Money.com
http://www.money.com/money/depts/real_estate/bplive/saltlake.html
2000

Utah was ranked 1st in the western region as "Best Places to Live"

Criteria

Population:	1,221,000
Avg. home price:	138,700
Public school spending per pupil:	3,659
Student/Teacher Ratio:	21.2
Average Commute Time:	19.5 minutes
Future Job Growth Rate:	28.4%
Top Neighborhoods:	East Bench, Gilmour Park

The following data was taken from the money.com website

	Utah Statistics	National Average
WEATHER		
Annual days with some precipitation	88	110
Annual days with mostly sun	232	213
Annual snowfall (inches)	58	24.2
Annual days < 32° F	134	88.0
Annual days > 90° F	58	37.9
Average high temp in July °F	92.8°	86.8°
Average low temp in January °F	18.5°	26.5°
CRIME	**City Stats**	**Natl. Avg.**
Violent crime (per 100K population)	380	506
Property crime (per 100K population)	5,789.9	4,329
HOUSING	**City Stats**	**Natl. Avg.**
Median home price	$138,700	$128,572
Property taxes (per $1,000 of home value)	$8	$15.64
Home utility cost index	79.80	105
Average home appreciation %	7.9%	7.17%
New home starts (12 months ending 6/00)	2.65	12.87
EDUCATION	**City Stats**	**Natl. Avg.**
Spending per pupil	$3,659	$5,387
Student/teacher ratio	21.2	16.95
Number of 4-year colleges	3	4.03
Number of 2-year colleges	3	2.77
ECONOMY	**City Stats**	**Natl. Avg.**
Cost of Living Index	107.1	104
State and local taxes%	13%	10.35 %

Recent job growth (past 12 months)	2.31%	1.68%
Projected job growth (10 years)	28.48%	15.09%
Unemployment rate %	3.3%	4.24%
Auto insurance rates ($'s per year	$810	$829
HEALTH	**City Stats**	**Natl. Avg.**
Health cost index	103.6	103
Hospital beds	3,616	2,602
MDs per capita	11.9	12.02
Air quality index (higher is better)	8	65.9
Water quality index (higher is better)	75	52.0
Number of teaching hospitals	8	3.88
QUALITY OF LIFE	**City Stats**	**Natl. Avg.**
Leisure Index (100 is best; 0 is worst)	55	19.42
Arts Index (100 is best; 0 is worst)	14	11.48
TRANSPORTATION	**City Stats**	**Natl. Avg.**
Commute time	19.5	19.23
Mass transit availability	19.51	8.03
Number of airline flights	272	139
Amtrak service	4	2.57

6 Most Livable Large Cities in America
United States Conference of Mayors

Source: US Conference of Mayors
Study is not available yet, but released at recent conference
"Mayors Name SLC a 'Most Livable' City,"
Deseret News, June 24, 2001

Top Six Most Livable US Cities (In no particular order)	
Salt Lake City, UT	Madison, WI
Boston, MA	Fresno, CA
Honolulu, HI	Louisville, KY
Criteria: The criteria for this ranking were not released. Voting for the cities included in the ranking was conducted by an independent panel of voters, appointed by the US Conference of Mayors.	

Most Livable State
Morgan Quitno Press
2000

(Ranking of "1" is worst for the factors and "50" is best)

Most Livable States (top 10)	*2000 Rank*	*1999 Rank*	*Negative Factors*	*Utah's Scores*	*Positive Factors*	*Utah's Scores*
			% change in # of crimes	31	% Change in Per Capita Gross State Product: 1993 to 1997	48
Minnesota	1	1				
			Crime Rate	8	Per Capita Gross State Product	16
Iowa	2	3				
			Prisoner Incarceration	44	Per Capita Personal Income	8
Colorado	3	2				
			Cost of Living Index	19	Change in Per Capita Personal Income: 1997 to 1998	23
Utah	**4**	**5**				
			Pupil-Teacher Ratio in Public Schools	2	Median Household Income	41
New Hampshire	5	8				
			Unemployment Rate	31	Public High School Graduation Rate	47
Kansas	6	4				
			% of Nonfarm Employees in Government	18	% of Population Graduated from High School	45
Wisconsin	7	7				
			Electricity Prices	42	Expenditures for Education as a % of All State and Local Government Expend.	49
Virginia	8	12				
			Hazardous Waste	34	Percent of Population Graduated from College	39
Nebraska	9	6				
			State and Local Taxes as a % of Personal Income	13	Books in Public Libraries Per Capita	22
Massachusetts	10	9				
			Per Capita State and Local Government Debt	10	Per Capita State Art Agencies' Legislative Appropriations	36
			% of Pop. Not Covered by Health Insurance	32	Annual Average Weekly Earnings of Production Workers	15
			Births of Low Birthweight as a Percent of All Births	36	Job Growth: 1998 to 1999	36
			Percent of Births to Teenage Mothers	41	Normal Daily Mean Temperature	24
			Infant Mortality Rate	44	Percent of Days That Are Sunny	40

Economic Report to the Governor, 1999

http://www.governor.state.ut.us/dea/publications/erg99/social_i.pdf

Note: A ranking of "1" is best, and "50" is worst

Crime, Utah's Rankings

	Violent Crime Per 1,000 People 1997		*Federal and State Prisoners per 10,000 People 1996*		*Child Abuse Cases Reported, in 1000's 1996*	
	Rate	Rank	Rate	Rank	Rate	Rank
Utah	**334**	**15**	**19.9**	**8**	**18.9**	**19**
National Average	610.8		44.5		2,050.80	

Education, Utah's Rankings, Persons 25 years old and over, 1996

	High School or Higher		*Bachelor's Degree or Higher*	
	Rate	Rank	Rate	Rank
Utah	**89.3**	**6**	**27.6**	**13**
National Average	82.1		23.9	

Vital Statistics, Utah's Rankings

	Births per 1,000 People 1997		*Deaths per 1,000 People 1997*		*Infant Deaths per 1,000 Live Births 1995*	
	Rate	Rank	Rate	Rank	Rate	Rank
Utah	**21.3**	**1**	**5.5**	**2**	**6**	**7**
National Average	14.6		8.6		7.6	

Health, Utah's Rankings

	Heart Disease Deaths per 100,000 People 1995		*Cancer Deaths per 100,000 People 1995*		*Persons Without Health Insurance 1997*	
	Rate	Rank	Rate	Rank	Rate	Rank
Utah	**148.1**	**2**	**108.6**	**2**	**13.4**	**23**
National Average	280.7		204.9		16.1	

125 Best Places to Earn and Save Money
ING Group
Year 2001
http://www.ing-usa.com/best-places-2001/info-2001-index.html

Categories	*Salt Lake Ranking*	*Absolute Measure*	*Weights (%of total ranking)*	*Top Ten Cities Ranked*
Overall Ranking, Year 2001	**24**			
Last year's ranking (2000)	**13**			Middlesex-Somerset-Hunterdon, NJ
				New Haven-Bridgeport-Stamford-Danbury-Waterbury, CT
Criteria				Ann Arbor, MI
Earnings and Wealth Potential				Minneapolis-St. Paul, Minn.-WI
Household Income	**26**	$47,769.00	14%	Des Moines, IA
Education (Av.Years for persons 25 and older)	**13**	13.6	9%	Hartford, CT
Wealth (Median net household assets)	**29**	not avail.	9%	Lancaster, PA
Cost of Living (Index of city market basket price)	**57**	1.02	5%	San Jose, CA
				Fort Wayne, IN
Safety Net				Washington, D.C.-Md.-Va.-W.VA
% Without Health Insurance	**58**	14%	8%	
Retirement Savings	**46**	62.60%	6%	
% With Term Life Insurance	**92**	31.50%	5%	
Income Support	**113**	$1,251.00	2%	
Personal Threats				
Unemployment (Unemployment rate)	**54**	3.30%	8%	
Low-income Households	**12**	14.40%	6%	
Crime Rate (Violent crimes per 100000 pop.)	**22**	339	6%	
Community Economic Vitality				
Cost of Community Services	**58**	$2,589.00	9%	
Job Quality (Average wage, COL-adjusted)	**88**	$28,461.00	5%	
Job Creation (% change in new jobs over 2-year period)	**31**	3.20%	5%	
Housing Cost	**64**	2.9	3%	
(# of years of median income to pay off median price home)				

Best Cities for 20 to 30 Year Olds
By Sandra Gurvis, a compilation of data gathered over the last year
2000
http://realtytimes.com/rtnews/rtcpages/19990409_bestcities.htm

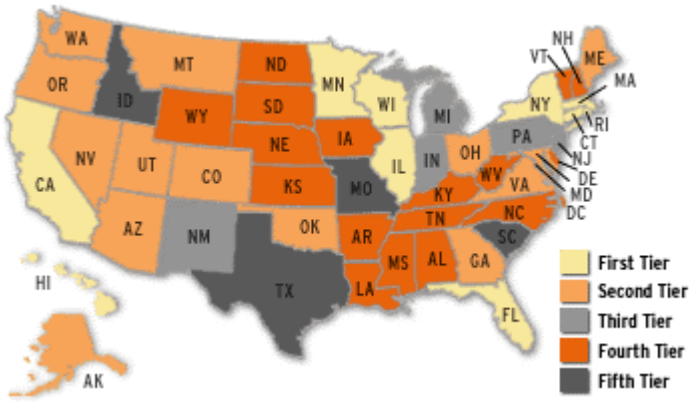
Best Cities(alphabetically)	***Criteria***
Albuquerque, New Mexico	Major Breadwinning - a discussion of the job opportunities and leading industries, including their financial impact on the community at large.
Atlanta, Georgia	
Boston, Massachusetts	
Charleston, South Carolina	Social and Recreational Scene - info on attitudes, the dating scene, and the best places to get acquainted when you first arrive. includes music, arts, sports, and nightlife
Charlotte, North Carolina	
Chicago, Illinois	
Cleveland, Ohio	Crib Sheet - housing and the most appropriate neighborhoods for the 20-30 age group, as well as universities
Denver, Colorado	
Houston, Texas	Navigating - transportation infrastructure
Kansas City, Missouri	
Los Angeles, California	
Louisville, Kentucky	
Milwaukee, Wisconsin	
Minneapolis/St. Paul, Minnesota	
Nashville, Tennessee	
New Orleans, Louisiana	
New York, New York	
Orlando, Florida	
Philadelphia, Pennsylvania	
Phoenix, Arizona	
Pittsburgh, Pennsylvania	
Portland, Oregon	
Salt Lake City, Utah	
San Antonio, Texas	
San Diego, California	
San Francisco, California	
Seattle, Washington	
Toronto, Ontario, Canada	
Vancouver, British Columbia, Canada	
Washington, D.C. and Environs	

Ranking of States in Privacy Protection

Privacy Journal

http://townonline.koz.com/servlet/visit_ProcServ/DBPAGE=page&GID=000010000108870598629299 43&PG=01143010230979407241597186

The rankings place the states in four tiers, based on their laws, court decisions, and administrative actions.



First tier: Top 10
California
Connecticut
Florida
Hawaii
Illinois
Massachusetts
Minnesota
New York
Rhode Island
Wisconsin

Second tier: 14 states
Alaska (close to the Top 10)
Arizona
Colorado
Georgia
Maine
Maryland
Montana
Nevada
Ohio
Oklahoma
Oregon
Utah
Virginia
Washington

Criteria:

- State’s constitutional right to privacy
- State’s protection of the right to privacy by statute
- Does the state permit access to a patient's own medical file by law?
- State’s protection of medical records by law
- Library record confidentiality
- Does the state either limit disclosure of personal information held by state agencies?
- Does the state have a law on credit records stronger than federal law?
- Confidentiality of bank records by law or court decision
- Laws permitting erasure of arrest records of innocent persons or limiting their use by employers

Double credit is awarded to states with constitutional protection, and slightly less weight is given to library-records protection than to the other protections. Bonus points are awarded for an attentive legislature, assertive administrative enforcement, protective actions by the highest court in the state, or additional legal protections in a state's laws. Points are deducted for anti-privacy actions in the past two years, including the sale of driver's license photographs from state motor-vehicle files.

Education

Appendix Four

1. **State Education Comparisons, National Center for Public Policy and Higher Education**
    a. **Preparation**
    b. **Participation**
    c. **Affordability**
    d. **Completion**
    e. **Benefits**

2. **Quality Rankings of States' Educational Systems, Center for Applied Research**
    a. **Teacher Quality**
    b. **Education Input**
    c. **Education Output**
    d. **Education Social Impact**
    e. **Education Efficiency**

National Center for Public Policy & Higher Education

http://measuringup2000.highereducation.org/stateglance.cfm

Note: We have included just Utah's neighboring western states

Preparation Index Scores, State Comparisons

State Name	Grade	Category Score	High School Credential	Math Course Taking	Algebra in 8th Grade	Math	Reading	Writing	Math Among Low Income	College Entrance Exams	Advanced Placement Exams
Arizona	D+	67	83	65	65	54	74	68	42	64	42
California	C-	70	87	61	75	52	58	65	26	64	91
Idaho	D+	68	92	69	68	66	66	66	66	79	29
Nevada	D+	67	83	54	61	65	63	65	65	68	42
New Mexico	D-	62	84	58	64	44	63	58	37	66	29
Oregon	C-	71	81	68	79	81	87	87	63	73	32
Utah	**A**	**193**	**98**	**85**	**93**	**75**	**82**	**68**	**89**	**77**	**100**
Washington	C+	79	94	77	77	81	84	81	63	82	35
Wyoming	C-	72	95	70	70	66	76	74	58	78	12

Note: the index scores convert the raw scores to a scale of 0 to 100, based on the best-performing state

Participation Index Scores, State Comparisons

State Name	Grade	Category Score	High School to College Rate	Young Adult Enrollment	Working-age Adult Enrollment
Arizona	C	75	52	65	99
California	B+	88	80	90	90
Idaho	D	64	68	64	56
Nevada	D+	67	47	48	93
New Mexico	B-	81	65	59	103
Oregon	D	64	65	62	62
Utah	**C**	**76**	**74**	**79**	**73**
Washington	C-	72	78	76	62
Wyoming	B-	80	76	73	83

Note: the index scores convert the raw scores to a scale of 0 to 100, based on the best-performing state

Affordability Index Scores, State Comparisons

State Name	Grade	Category Score	Family Ability to Pay at Community Colleges	Family Ability to Pay at Public 4-year Colleges	Family Ability to Pay at Private 4-year Colleges	Need-based Financial Aid	Low-Priced Colleges	Low Student Debt
Arizona	C-	71	72	72	62	2	93	77
California	A	100	66	62	42	32	215	71
Idaho	B-	80	89	89	57	2	78	100
Nevada	B-	83	73	84	71	31	89	89
New Mexico	B	84	91	72	46	26	100	91
Oregon	D-	61	64	64	43	22	53	81
Utah	**A**	**98**	**85**	**114**	**151**	**3**	**82**	**91**
Washington	B-	81	83	85	50	56	59	84
Wyoming	C+	79	89	86	N/A	1	72	104

Note: the index scores convert the raw scores to a scale of 0 to 100, based on the best-performing state

Completion Index Scores, State Comparisons

State Name	Grade	Category Score	Students Returning at 2-year Colleges	Students Returning at 4-year Colleges	Bachelor's Degree Completion	All Degree Completion
Arizona	C-	70	70	88	66	70
California	C	73	75	99	80	63
Idaho	C	73	73	74	44	91
Nevada	F	56	77	88	58	45
New Mexico	D-	61	80	82	45	62
Oregon	C	74	67	93	78	69
Utah	**D+**	**68**	**61**	**79**	**44**	**82**
Washington	B-	82	60	100	76	87
Wyoming	B	83	86	83	83	83

Note: the index scores convert the raw scores to a scale of 0 to 100, based on the best-performing state

Benefits Index Scores, State Comparisons

State Name	Grade	Category Score	Adults with Bachelor's Degree or Higher	Increased Income from Education	Pop. Voting	Charitable Contributions	Quantitative Literacy	Prose Literacy	Document Literacy
Arizona	B-	80	74	85	67	96	81	84	80
California	B+	88	86	98	74	96	86	87	82
Idaho	C	74	63	60	87	90	87	100	87
Nevada	C-	70	31	71	67	93	78	70	61
New Mexico	C	76	67	76	83	90	76	76	76
Oregon	C+	78	71	77	90	90	78	78	78
Utah	**B-**	**82**	**82**	**76**	**77**	**98**	**82**	**82**	**82**
Washington	B+	89	88	84	88	93	100	95	100
Wyoming	C	73	71	56	100	88	73	73	73

Note: the index scores convert the raw scores to a scale of 0 to 100, based on the best-performing state

Quality Rankings of States' Educational Systems
Center For Applied Economic Research, Montana
2001
http://www.msubillings.edu/caer/quality_rankings_of_education_in.htm

NOTE: "1" is the best, "50" is the worst

Categories	***Utah's Rankings***	***Top Five In Each Category***
Teacher Quality	**21st**	Texas
How the states punish or reward teachers and administrators for student achievement		Florida
Teachers' backgrounds and college course work		Michigan
How much power the state gives for individual schools to hire and fire teachers		New Jersey Pennsylvania
Education Input	**15th**	New York
Pupil/teacher ratios		California
Education cost per student		Michigan
Average teacher salary		New Jersey Pennsylvania
Education Output	**12th**	Maine
% of 4th graders at or above grade level as measured on NAEP tests on reading and math		Wisconsin
Mean ACT score for the state		Conneticut Iowa Minnesota
Education Social Impact	**19th**	Conneticut
Per capita income		Maryland
% of population with college degrees		Massechusetts
The average number of books checked out of libraries per capita		New Jersey Colorado
Education Efficiency	**1st**	**Utah**
The cost per student per percent of reading above or at th grade level		North Dakota
The cost per student per percent of math above or at 4th rade level		Tennasee
The cost per student per ACT point		Iowa Nevada

Business Schools

Appendix Five

3. **Utah Graduate Business Schools**
   - **j. U.S. News & World Report**
   - **k. Financial Times**
   - **l. Wall Street Journal**
   - **m. Business Week, "Bang for the Buck"**
   - **n. Business Week, MBA Program**
   - **o. Forbes**
   - **p. Computerworld**
   - **q. Public Accounting Report**
   - **r. Success**

4. **Utah Undergraduate Business Schools**
   - **d. U.S. News & World Report, General Management**
   - **e. U.S. News & World Report, Accounting Program**
   - **f. Public Accounting Report**

Utah Business Schools
Graduate Level

Ranking Service	Utah Ranking	Criteria Used	Weight Given to Criteria	Number Ranked
U.S. News & World Report	**44th**	Reputation	40%	50
MBA Program		Ranked by deans&recruiters		
Marriott School of Business		Placement Success	35%	
2001		Starting salary/bonus(40%)		
		Employment at graduation(20%)		
		Employment 3 months after(40%)		
		Student Selectivity	25%	
		Mean GPA(35%)		
		Acceptance rate(5%)		
		Mean GMAT(65%)		
Financial Times	**75th**	Career Progression	55%	100
MBA Program, Finance		Salary/promotions/international (after 3 years)		
Marriott School of Business		Diversity	20%	
2001		% of women,international, and overseas experience		
		Research	25%	
		Publications in journals		
Wall Street Journal	**41st**	Recruiters' Opinion	100%	244
MBA Program		Perceptions of school&students(80%):		
Marriott School of Business		School&student attributes(75%)		
2001		Value for the money and meeting students' needs(25%)		
		Mass appeal(20%):		
Business Week	**1st**	Payback(bang for the buck)	100%	30
MBA Program				
Marriott School of Business				
2000				
Business Week	**3rd tier**	Student Satisfaction	45%	58
MBA Program		Employer/Recruiters' Score Quality of Students	45%	
Marriott School of Business		Intellectual Capital--Faculty Publications	10%	
2000				
Forbes	**4th**	Surveyed class of 1994	100%	
MBA Program	**(in region)**	Salary before, after, and 4 years		
Marriott School of Business		after graduation		

2000				
Computerworld	**20th**	Placement rates,program structure,	100%	63
MISM Program		deans' ranking		
BYU				
1999				
Public Accounting Report	**3rd**	Surveyed heads of accredited U.S. accounting	100%	
MAcc Program		programs and 116 professors		
BYU				
2000				
Success	**33rd**	Caliber of candidates	15%	50
Entrepreneur Center		Curriculum	25%	
BYU		Faculty	25%	
2001		Support for Students	15%	
		Overall Program	20%	

Utah Business Schools
Undergraduate Level

Ranking Service	Utah Ranking	Criteria Used	Weight Given to Criteria
U.S. News & World Report	**36th**	Reputation	25%
Marriott School of Business		Retention	unknown
General Management		Faculty Resources	40%
2000		Student Selectivity	unknown
		ACT/SAT scores	unknown
		Financial Resources	unknown
		Average spending per student	unknown
		Graduation Rate	unknown
		Alumni Giving Rate	unknown
U.S. News & World Report	**6th**	Reputation	25%
Marriott School of Business		Retention	unknown
Accounting Program		Faculty Resources	40%
2000		Student Selectivity	unknown
		ACT/SAT scores	unknown
		Financial Resources	unknown
		Average spending per student	unknown
		Graduation Rate	unknown
		Alumni Giving Rate	unknown
Public Accounting Report	**3rd**	Surveyed heads of accredited U.S. accounting programs and 116 professors	
Marriott School of Business			
Accounting Program			
2000			

Social Services and Health

Appendix Six

1. **Healthiest States, Morgan Quitno Press**

2. **State Health Ranking, United Health Group**
   a. **Overall**
   b. **Lifestyle**
   c. **Access**
   d. **Occupational Safety & Disability**
   e. **Disease**
   f. **Mortality**

3. **Reliastar State Health Rankings**
   a. **Overall**
   b. **Lifestyle**
   c. **Access**
   d. **Occupational Safety & Disability**
   e. **Disease**
   f. **Mortality**

4. **Best States to Raise a Child, Children's Rights Council**
   a. **1999 Rankings**
   b. **Comparison of States (1995-1999)**

5. **2000 Best & Worst States to Raise a Child, Children's Defense Fund**
   a. **Best State Delegations**
   b. **Worst State Delegations**
   c. **2000 Best and Worst Senators for Children**
   d. **Key Votes in the Senate, 2000**

Healthiest State
Morgan Quitno Press
2000

NOTE: (Ranking of "1" is worst for the factors and "50" is best)

Healthiest States (top 10)	*2000 Rank*	*1999 Rank*	*Positive & Negative Factors Considered*	*Utah's Scores*
New Hampshire	1	4	Births of Low Birthweight as a Percent of All Births	**36**
Vermont	2	3	Births to Teenage Mothers as a Percent of Live Births	**35**
Minnesota	3	1	Percent of Mothers Receiving Late or No Prenatal Care	**26**
Hawaii	4	2	Age-Adjusted Death Rate	**47**
Utah	**5**	**10**	Infant Mortality Rate	**41**
Maine	6	7	Age-Adjusted Death Rate by Malignant Neoplasms	**50**
Washington	7	10	Age-Adjusted Death Rate by Suicide	**9**
Massachusetts	8	8	Health Care Expenditures as a Percent of Gross State Product	**40**
Conneticut	9	20	Per Capita Personal Health Expenditures	**48**
Nebraska	10	5	Percent of Population Not Covered by Health Insurance	**32**
			Estimated Rate of New Cancer Cases	**50**
			AIDS Rate	**27**
			Sexually Transmitted Disease Rate	**47**
			Percent of Population Lacking Access to Primary Care	**4**
			Percent of Adults Who Are Binge Drinkers	**48**
			Percent of Adults Who Smoke	**50**
			Percent of Adults Overweight	**40**
			Number of Days in Past Month When Physical Health was "Not Good"	**8**
			Beds in Community Hospitals per 100,000 Population	**2**
			Percent of Children Aged 19-35 Months Fully Immunized	**2**
			Safety Belt Usage Rate	**33**

State Health Ranking
United Health Group
2000
http://www.unitedhealthgroup.com/sr2000/states/ut.html

Note: "1" as best, "50" as worst		*Utah's Rankings*	*2000 Top 10*
Overall		**3**	New Hamphire
			Minnesota
Lifestyle			**Utah**
	Prevalence of Smoking	**1**	Massachusetts
	Motor Vehicle Deaths	**27**	Hawaii
	Violent Crimes	**13**	Vermont
	Risk for Heart Disease	**1**	Colorado
	High School Graduation	**5**	Wisconsin
			Conneticut
Access			Washington
	Unemployment	**20**	Maine
	Adequacy of Prenatal Care	**49**	
	Lack of Health Insurance	**19**	
	Support for Public Health Care	**14**	
Occupational Safety&Disability	Occupational Fatalities	**35**	
	Limited Activity Days	**1**	
Disease			
	Heart Disease	**2**	
	Cancer Cases	**1**	
	Infectious Diseases	**23**	
Mortality	Total Mortality	**5**	
	Infant Mortality	**4**	
	Premature Death	**9**	

1998 Reliastar State Health Rankings
ING Group
Year 1998
http://www.ing-usa.com/best-places-2001/info-2001-index.html

Categories	*Utah's Ranking*	*Utah's Absolute Scores*	*Weights (% of overall ranking)*	*Top 10 States in Ranking*
Overall Ranking	**3**			1. Minnesota
Last Year's Ranking	**4**			2. New Hampshire
				3. Colorado (tie)
Criteria				**3. Utah (tie)**
Lifestyle				3. Wisconsin (tie)
Smoking (% of adult population that smokes regularly)	**1**	15.90%	10	6. Massachusetts
Motor Vehicle Deaths (Deaths per 100 million miles driven)	**27**	1.9	5	7. Washington
Violent Crime (Annual violent crimes per 100000 pop.)	**14**	332	5	8. Hawaii (tie)
Risk for Heart Disease	**1**	>>>	5	8. Iowa (tie)
High School Graduation	**12**	78.4	5	8. Virginia (tie)
Access				
Unemployment (% unemployed during year)	**3**	3.10%	5	
Adequacy of Prenatal Care	**42**	70.10%	5	
% Without Health Insurance	**18**	13.40%	5	
Support for Public Healthcare (% of state expenditures on health, welfare, divided by % of population below $15000.00 per year)	**19**	1.8	5	
Occupational Safety and Disability				
Occupational Fatalities	**34**	11.4	2.5	
Limited Activity Days (Avg. days unable to work due to illness)	**4**	2.8	2.5	
Disease				
Heart (3-year average, adjusted death rate per 100000)	**2**	108.4	7.5	
Cancer (Projected cancer rate per 100000 pop.)	**1**	252.5	7.5	
Infectious Disease (AIDS, tuberculosis, hepatitis cases per 100000)	**36**	53.1	7.5	
Mortality				
Total Mortality (Adjusted 3-year average death rate per 100000)	**4**	448.5	10	
Infant Mortality (Deaths per 1000 live births)	**3**	5.6	7.5	
Premature Deaths (Years of life before 75 lost per 100000)	**3**	6485.5	7.5	

Best States to Raise a Child, 1999
Children's Rights Council
http://www.vix.com/crc/bestStates.html#comp

The 50 states and the District of Columbia were categorically measured and then ranked in relation to each other based on ten different criteria. The ten criteria used in 1999 were the following:

- Percentage of children referred for investigation of alleged abuse and neglect
- Percentage of children not immunized by age two
- High school dropout rate
- Child death rate
- Infant mortality rate
- Percentage of mothers not receiving prenatal care in the first trimester
- Percentage of juvenile arrests
- Percentage of teen births
- Percentage of divorces

The average of all ten factors was calculated for each state, and the states were ranked from lowest to highest percentage from 1 to 51.

Ranking of States-1999 Report			
1.	Maine	27.	South Dakota
2.	Massachusetts	28.	Georgia
3.	Connecticut	29.	Ohio
4.	Vermont	30.	Montana
5.	New Hampshire	31.	Alabama
6.	North Dakota	32.	West Virginia
7.	Maryland	33.	Illinois
8.	Kansas	34.	New York
9.	Wisconsin	35.	Kentucky
10.	Iowa	36.	Florida
11.	Minnesota	37.	Indiana
12	Rhode Island	38.	Tennessee
13.	Hawaii	39.	South Carolina
14.	Alaska	40.	Oregon
15.	Nebraska	41.	Idaho
16.	Pennsylvania	42.	Mississippi

17.	New Jersey	43.	Arkansas
18.	Washington	44.	Nevada
19.	North Carolina	45.	Oklahoma
20.	Delaware	46.	California
21.	Colorado	47.	Arizona
22.	**Utah**	48.	Texas
23.	Virginia	49.	New Mexico
24.	Missouri	50.	Louisiana
25.	Michigan	51.	Washington D.C.
26.	Wyoming		

Comparison of State Rankings 1995-1999					
STATE	**1999**	**1998**	**1997**	**1996**	**1995**
Alabama	31	41	48	46	40
Alaska	14	28	20	20	11
Arizona	47	49	42	39	38
Arkansas	43	39	38	41	37
California	46	32	32	36	32
Colorado	21	24	23	15	31
Connecticut	3	17	13	17	8
Delaware	20	38	40	25	26
District of Columbia	51	51	51	48	39
Florida	36	45	45	47	43
Georgia	28	42	44	44	42
Hawaii	13	11	14	10	17
Idaho	41	23	16	13	17
Illinois	33	36	33	31	30
Indiana	37	19	27	30	28
Iowa	10	1	5	4	3
Kansas	8	14	21	21	19
Kentucky	35	34	29	38	24
Louisiana	50	47	49	49	45
Maine	1	8	12	6	7
Maryland	7	26	31	28	23
Massachusetts	2	5	10	11	15
Michigan	25	30	34	27	27
Minnesota	11	2	3	7	6
Mississippi	42	48	50	50	44
Missouri	24	31	28	35	29
Montana	30	27	22	12	13
Nebraska	15	4	8	4	3

Nevada	44	44	37	32	33
New Hampshire	5	3	4	8	2
New Jersey	17	15	9	16	9
New Mexico	49	50	47	45	36
New York	34	37	35	42	31
North Carolina	19	40	43	36	35
North Dakota	6	6	1	3	1
Ohio	29	20	30	29	25
Oklahoma	45	35	39	34	34
Oregon	40	29	25	23	22
Pennsylvania	16	11	15	21	12
Rhode Island	12	18	24	14	16
South Carolina	39	42	46	40	43
South Dakota	27	7	11	18	16
Tennessee	38	46	41	43	41
Texas	48	33	36	33	29
Utah	**22**	**9**	**6**	**1**	**14**
Vermont	4	10	2	2	4
Virginia	23	16	19	23	20
Washington	18	21	18	19	18
West Virginia	32	25	26	26	19
Wisconsin	9	13	7	5	5
Wyoming	26	22	17	9	10

2000 Best & Worst States and Members of Congress for Children
Children's Defense Fund Action Council (Non-Partisan)
http://www.cdfactioncouncil.org/best_&_worst_2000_state_delegations.htm

2000 Best & Worst State Delegations for Children

Best State Delegations for Children		
State	**Score**	**Rank**
North Dakota	100.0%	1
Rhode Island	100.0%	1
Vermont	97.5%	3
Massachusetts	93.5%	4
New York	89.8%	5
Connecticut	89.2%	6
Wisconsin	87.2%	7
New Jersey	87.1%	8
West Virginia	86.7%	9
Hawaii	85.0%	10
Nevada	85.0%	10

Worst State Delegations for Children		
State	**Score**	**Rank**
Alaska	40.0%	40
Kentucky	40.0%	40
Alabama	39.6%	42
Kansas	38.8%	43
Tennessee	36.4%	44
Arizona	35.0%	45
Utah	**33.3%**	**46**
Wyoming	27.5%	47
Idaho	25.0%	48
New Hampshire	25.0%	48
Oklahoma	25.0%	48

NOTE: We averaged each state's Senate delegation and each state's House delegation to obtain state averages.

2000 Best and Worst Senators for Children

The survey was based on the 2000 Congressional Voting Record of the Senators. The average Senate score for children was 60.7 percent. There were 52 Senators who scored 50 percent or better; 47 Senators scored below 50 percent. The average House score for children was 65 percent. There were 324 Members who scored 50 percent or better; 108 Members scored below 50 percent.

The Best Senators for Children - Scored 100% (34 Senators)

Senator	Score	Senator	Score	Senator	Score
Akaka (HI)	100%	Dorgan (ND)	100%	Lautenberg (NJ)	100%
Baucus (MT)	100%	Durbin (IL)	100%	Leahy (VT)	100%
Bayh (IN)	100%	Edwards, (NC)	100%	Levin (MI)	100%
Biden (DE)	100%	Feingold (WI)	100%	Lieberman (CT)	100%
Bingaman (NM)	100%	Graham (FL)	100%	Mikulski (MD)	100%
Boxer (CA)	100%	Harkin (IA)	100%	Moynihan (NY)	100%
Bryan (NV)	100%	Hollings (SC)	100%	Reed (RI)	100%
Byrd (WV)	100%	Johnson (SD)	100%	Reid (NV)	100%
Chafee (RI)	100%	Kennedy (MA)	100%	Rockefeller (WV)	100%
Conrad (ND)	100%	Kerrey (NE)	100%	Sarbanes (MD)	100%
Dodd (CT)	100%	Kohl (WI)	100%	Schumer (NY)	100%
				Wellstone (MN)	100%

The Worst Senators for Children - Scored 30% or Below (44 Senators)

Senator	Score	Senator	Score	Senator	Score
Abraham (MI)	30%	Hatch (UT)	30%	Bunning (KY)	20%
Allard (CO)	30%	Hutchinson (AR)	30%	Craig (ID)	20%
Ashcroft (MO)	30%	Hutchison (TX)	30%	Enzi (WY)	20%
Bennett (UT)	30%	Kyl (AZ)	30%	Gramm (TX)	20%
Brownback (KS)	30%	Lott (MS)	30%	Gregg (NH)	20%
Burns (MT)	30%	Mack (FL)	30%	Sessions (AL)	20%
Campbell (CO)	30%	McConnell (KY)	30%	Helms (NC)	10%
Cochran (MS)	30%	Murkowski (AK)	30%	Inhofe (OK)	10%
Crapo (ID)	30%	Roberts (KS)	30%	McCain (AZ)	10%
Domenici (NM)	30%	Santorum (PA)	30%	Nickles (OK)	10%
Frist (TN)	30%	Shelby (AL)	30%	Thomas (WY)	10%
Gorton (WA)	30%	Stevens (AK)	30%	Voinovich (OH)	10%
Grams (MN)	30%	Thurmond (SC)	30%	Smith (NH)	0%
Grassley (IA)	30%	Warner (VA)	30%	Thompson (TN)	0%
Hagel (NE)	30%	Bond (MO)	20%		

Key Votes in the Senate, 2000

1) Child Poverty Study, Amendment to S. 1134
[RCV #20, S. 1134, Education Savings Account bill/child poverty study, 3/1/00]

The Senate considered an amendment by Senator Wellstone (D-MN) to require the Secretary of HHS to submit a report to Congress on the extent and severity of child poverty before June 1, 2001, and prior to any reauthorization of the Temporary Assistance to Needy Families (TANF) program. The amendment passed by a vote of 89-9 [R 44-9; D 45-0]. March 1, 2000

CDF Action Council's position was to support the Wellstone amendment. (Y)

2) School Violence Reduction, Amendment to S. 1134
[RCV #32, S. 1134, Education Savings Account bill/school violence, 3/2/00]

The Senate considered an amendment by Senator Durbin (D-IL) to allocate grants to elementary and secondary public schools to develop programs to reduce violence in schools, educate students about the dangers associated with guns, and provide violence prevention information (including information about safe gun storage) to children and their parents. The amendment passed by a vote of 91-7 [R 47-7; D 44-0]. March 2, 2000

CDF Action Council's position was to support the Durbin amendment. (Y)

3) Reducing Tax Cuts for the Wealthy to Invest in Education, Amendment to S.Con.Res. 101
[RCV #54, S.Con.Res. 101, FY2001 Budget Resolution/education funding, 4/5/00]

An amendment was offered by Senator Bingaman (D-NM) to reduce the size of the proposed tax breaks by $28.1 billion and instead increase spending for education by $34.7 billion. A procedural motion was made to block consideration of the amendment. The motion was agreed to by a vote of 54-46 [R 54-1; D 0-45]. April 5, 2000

CDF Action Council's position was against blocking consideration of the Bingaman amendment. (N)

4) Minimum Wage Increase, Amendment to S.Con.Res. 101
[RCV #76, S.Con.Res. 101, FY2001 Budget Resolution/minimum wage, 4/7/00]

The minimum wage is $5.15 an hour, which is $10,712 a year - $3,438 below the poverty level for a family of three. The Senate considered an amendment by Senator Kennedy (D-MA) to express the sense of the Senate that the minimum wage should be increased by $1 (50 cents on May 2, 2000 and another 50 cents on May 2, 2001). The amendment passed by a vote of 51-48 [R 6-48; D 45-0]. April 7, 2000

CDF Action Council's position was to support the Kennedy amendment. (Y)

5) Medicaid and CHIP Expansion, Amendment to S.Con.Res. 101
[RCV #78, S.Con.Res. 101, FY2001 budget resolution/health care, 4/7/00]

The Senate considered an amendment by Senators Kennedy (D-MA), Lautenberg (D-NJ), and Rockefeller (D-WV) to reduce the $1 trillion in tax breaks primarily for the wealthy contained in the FY2001 budget resolution by $11.2 billion and instead use that funding to expand Medicaid and CHIP to cover uninsured parents of children eligible for Medicaid or CHIP. A procedural motion was made to block consideration of the amendment. The motion was agreed to by a vote of 49-49 [R 49-4; D 0-45]. April 7, 2000

CDF Action Council's position was against blocking consideration of the Kennedy-Lautenberg-Rockefeller amendment. (N)

6) Education Funding Accountability, HR 4577
[RCV #147, HR 4577, FY2001 Labor-HHS-Education Appropriations bill/education funding 6/27/00]

While Title I requires states and school districts to implement accountability (i.e., to ensure student performance) and assist failing schools, many states lack the resources to actually do so. The Senate considered an amendment by Senator Bingaman (D-NM) to provide $250 million to help states turn around failing schools receiving Title I funding (and improve accountability of the use of Title I funds). The amendment triggered a Congressional Budget Act point of order. Senator Bingaman made a motion to waive the Budget Act in order to have the Senate vote on his amendment. The motion to waive the Budget Act was rejected by a vote of 49-50 [R 5-50; D 44-0]. A three-fifths majority vote (60) of the total Senate is required to waive the Budget Act. June 27, 2000
CDF Action Council's position was to support the Bingaman motion to waive the Budget Act so that the Senate could vote on the text of his amendment. (Y)

7) Teacher Training, Amendment to HR 4577
[RCV #153, HR 4577, FY2001 Labor-HHS-Education Appropriations/teachers, 6/28/00]

The Senate considered an amendment offered by Senator Kennedy (D-MA) to provide an additional $202 million for teacher training. The amendment triggered a Congressional Budget Act point of order. Senator Dodd (D-CT) made a motion to waive the Budget Act in order to have the Senate vote on the Kennedy amendment. The motion to waive the Budget Act was rejected by a vote of 51-48 [R 7-48; D 44-0]. A three-fifths majority vote (60) of the total Senate is required to waive the Budget Act. June 28, 2000
CDF Action Council's position was to support the Dodd motion to waive the Budget Act so that the Senate could vote on the Kennedy amendment. (Y)

8) 21st Century Community Learning Centers, Amendment to HR 4577
[RCV #154, HR 4577, FY2001 Labor-HHS-Education Appropriations bill/after-school, 6/28/00]

While the underlying bill included an increase for the 21st Century Schools program of $147 million, the Senate considered an amendment offered by Senator Dodd (D-CT) to increase funding for after-school programs by $547 million to bring 21st Century School funding to $1 billion. The amendment triggered a Congressional Budget Act point of order. Senator Dodd made a motion to waive the Budget Act in order to have the Senate vote on his amendment. The motion to waive the Budget Act was rejected by a vote of 48-51 [R 4-51; D 44-0]. A three-fifths majority vote (60) of the total Senate is required to waive the Budget Act. June 28, 2000
CDF Action Council's position was to support the Dodd motion to waive the Budget Act so that the Senate could vote on his amendment. (Y)

9) Estate Tax Repeal, H.R. 8
[RCV #197, HR 8, Repeal of the Estate Tax, 7/14/00]

The Children's Defense Fund believes this proposed tax cut for the wealthiest Americans is the greatest example of misplaced priorities. Instead of providing enormous tax breaks for the wealthiest Americans, we believe the funding should be used to provide critically needed health insurance, child care, and after-school programs for children. The bill to eliminate the estate tax, H.R. 8, passed by a vote of 59-39 [R 50-4; D 9-35]. July 14, 2000
CDF Action Council's position was against eliminating the estate tax. (N)

10) Food Stamp Study, Amendment to HR 4461
[RCV #222, HR 4461, FY2001 Agriculture Appropriations bill/food stamps, 7/20/00]

The Senate considered an amendment by Senator Wellstone (D-MN) to require the Agriculture Department to conduct a study and report back to Congress on any problems that eligible households with children have experienced in getting Food Stamps and reasons for the decline in participation in the Food Stamp program. The amendment passed by a vote of 90-6 [R 47-6; D 43-0]. July 20, 2000

CDF Action Council's position was to support the Wellstone amendment. (Y)

Recreation

Appendix Seven

1. **20 Best Ski Resorts in the West, Best.com**
   a. **Deer Valley**
   b. **Park City**
   c. **Snowbird**
   d. **Alta**

2. **Top 25 Ski Resorts, Conde Nast Traveler**
   a. **Stein Eriksen Lodge, Deer Valley**
   b. **Goldener Hirsch Inn, Deer Valley**
   c. **Lodges at Deer Valley**

3. **Top 10 U.S. Scenic Drives, Great Outdoor Recreation Pages**

20 Best Ski Resorts in the West
20 Best.com, for year 2000
http://www.20best.com/20best/travel/SkiResorts-West.asp

1. **Whistler/Blackcomb, British Columbia**
2. **Vail, Colorado**
3. **Deer Valley, Utah**

Deer Valley Resort is situated in Utah's Rocky Mountain Wasatch Range, just 39 miles from the Salt Lake International Airport, in the historic mining town of Park City. And Deer Valley prides itself on providing exceptional customer service, consistent quality and attention to every detail, thus making your ski vacation the best it can be. Spread out over four mountains, Deer Valley offers excellent skiing for every level of skier, from beginners to experts. Skiers will find 87 runs and three bowls, as well as numerous tree skiing "shots." Deer Valley also boasts one of the finest grooming fleets in the ski industry. And Deer Valley is gearing up to host the 2002 Salt Lake Olympic Winter Games slalom, mogul and aerial events; Feb. 8 to Feb. 24, 2002. The resort's aerial venue was completed this summer on the White Owl run. Snowmaking was added to all three Olympic competition runs: White Owl, Champion and Know You Don't.

4. **Snowmass, Colorado**
5. **Aspen, Colorado**
6. **Sun Valley, Idaho**
7. **Steamboat, Colorado**
8. **Park City, Utah**

Park City Mountain Resort is situated in the heart of Utah's Wasatch Mountains, only 37 miles from the Salt Lake City International Airport. The one word that best describes Park City Mountain Resort's terrain is variety. As Utah's largest ski area, both in terms of skiable acreage and lift capacity, Park City's 100 trails and 750 acres of open bowl skiing offer terrain to please every ability level and taste. From deep powder bowls to long groomed runs, gentle beginner slopes to steep chutes and mogul runs, Park City has it all. Served by four high-speed, six-passenger chairs; one high-speed quad; five triples and four doubles the mountain has an ideal mixture of beginner, intermediate and expert terrain.

9. **Jackson Hole, Wyoming**
10. **Breckenridge, Colorado**
11. **Heavenly, California**
12. **Beaver Creek, Colorado**
13. **Aspen Highlands, Colorado**

14. Snowbird, Utah

Snowbird Ski and Summer Resort is situated in the heart of the Wasatch National Forest in Little Cottonwood Canyon. The resort is in an isolated mountain setting that is a cozy, pedestrian village within rugged surroundings. Ski season runs from mid-November to mid-May with an average of 500 inches of dry, light Utah powder each year. Snowbird has 3,100 feet of continuously skiable vertical and 2,000 acres of terrain for everyone -- from wide bowls to gladed tree runs, from steep chutes to gentle cruising boulevards. Intermediates will want to checkout Chip's Run, the longest designated run at 2.5 miles. All this snow and terrain is easily accessible via eight chairlifts and one powerful aerial tram, which carries 125 passengers to the summit of 11,000-foot Hidden Peak in eight short minutes. And the new 500-acre bowl, Mineral Basin, is serviced by a new high-speed detachable quad to access the terrain.

15. Winter Park, Colorado

16. Mammoth Mountain, California

17. Keystone, Colorado

18. Lake Louise, Alberta

19. Alta, Utah

Alta is located in Little Cottonwood Canyon in the Wasatch Cache National Forest. As one of the country's first ski areas (1938), Alta's philosophy has been to strive to offer a consistent quality ski experience for all levels of skiers. Nestled in a naturally beautiful setting and graced with splendid light, dry powder, Alta is an experience set apart from the rest and is noted for some of the best snow conditions in the world. Alta receives an average seasonal snowfall of 500 inches. And the terrain offers something for everyone: 25 percent beginner, 40 percent intermediate and 35 percent advanced. At first glance, Alta looks intimidating, but there is probably not a finer ski area to learn powder skiing.

20. Crested Butte, Colorado

Top 25 Ski Resorts
***Condé Nast Traveler's* Fifth Annual Ski Resorts Survey**
http://www.concierge.com/traveler/skipoll00/intro.html

Nearly 2,000 readers helped select the winners of *Condé Nast Traveler's* fifth annual ski resorts survey.

Top Ski Resorts Ranked by Overall Score:

1. **WESTIN RESORT & SPA, WHISTLER-BLACKCOMB, B.C.**
   Overall Score: 84.3 out of 100
2. **CHATEAU WHISTLER RESORT, WHISTLER-BLACKCOMB, B.C.**
   Overall Score: 81.6 out of 100
3. **PAN PACIFIC LODGE, WHISTLER-BLACKCOMB, B.C.**
   Overall Score: 81.4 out of 100
4. **LODGE AND SPA AT CORDILLERA, VAIL, CO.**
   Overall Score: 80.5 out of 100
5. **THE PEAKS AT TELLURIDE RESORT AND SPA, TELLURIDE, COLO.**
   Overall Score: 78.4 out of 100
6. **VAIL CASCADE RESORT, VAIL, CO.**
   Overall Score: 78.1 out of 100
7. **SONNENALP RESORT OF VAIL, CO.**
   Overall Score: 77.1 out of 100
8. **ICE HOUSE LODGE & CONDOMINIUMS, TELLURIDE, CO.**
   Overall Score: 76.0 out of 100
9. **AMANGANI RESORT, JACKSON HOLE, WY.**
   Overall Score: 75.2 out of 100
10. **ST. REGIS ASPEN, CO.**
    Overall Score: 75.1 out of 100
11. **DELTA WHISTLER RESORT, WHISTLER-BLACKCOMB, B.C.**
    Overall Score: 75.0 out of 100
12. **SUN VALLEY LODGE, SUN VALLEY, ID.**
    Overall Score: 74.3 out of 100
13. **VAIL MARRIOTT MOUNTAIN RESORT AND SPA, VAIL, CO.**
    Overall Score: 74.2 out of 100
14. **ASPEN CLUB LODGE, ASPEN, CO.**
    Overall Score: 73.8 out of 100
15. **LODGE AT VAIL, CO.**
    Overall Score: 73.6 out of 100
16. **SPRING CREEK RANCH, JACKSON HOLE, WY.**
    Overall Score: 73.3 out of 100
17. **HYATT REGENCY BEAVER CREEK RESORT AND SPA, BEAVER CREEK, CO.**
    Overall Score: 73.1 out of 100
18. **STEIN ERIKSEN LODGE, DEER VALLEY, UT.**
    Overall Score: 72.6 out of 100

    This "pampering" haven provides ski-in/ski-out access to Bald Mountain. "Fireplaces are everywhere" (145 in the guest rooms and lobby), and "European touches" include Spanish furniture, Italian hand-painted chandeliers, and

Portuguese tile. Its two restaurants, including the "candlelit" Valhalla, win top honors for Food. New guest rooms and a conference center will prep the resort for the 2002 Winter Olympics.

SKI POLL SCORES
Terrain & Conditions: 76.9
Accomodations: 63.5
Town Ambience/Amenities: 70.0
Lifts & Lines: 77.2
Food: 89.9
Service: 79.2
Overall: 72.6
Wheelchair accessible

19. THE LITTLE NELL, ASPEN, CO.
Overall Score: 72.4 out of 100

20. GOLDENER HIRSCH INN, DEER VALLEY, UT.
Overall Score: 70.6 out of 100

A boutique property with so much Austrian charm that you "expect to hear yodeling." The inn's leaping-stag motif is everywhere—from public spaces to "individually decorated" rooms ("check out a few for different configurations"). "Rich dishes" leave scant room for the complimentary breakfast. It's yards from Sterling lift, where morning lines are "surprisingly short"—ergo third place for Lifts & Lines.

SKI POLL SCORES
Terrain & Conditions: 76.9
Accomodations: 60.8
Town Ambience/Amenities: 70.0
Lifts & Lines: 77.2
Food: 78.4
Service: 66.7
Overall: 70.6
Wheelchair accessible

21. CHÂTEAU MONT TREMBLANT, MONT TREMBLANT, QUEBEC
Overall Score: 70.1 out of 100

22. LODGES AT DEER VALLEY, UT.
Overall Score: 70.0 out of 100

At this condominium hotel in the Snow Park base area, skiers longing for their "own vacation home" sink into leather couches beneath the lobby lounge's "soaring ceiling." "Generous-size, comfortable" rooms with exposed-timber detailing are made autumnal by hues from the Utah landscape. Ski storage is an added convenience, as is the proximity to the Carpenter Express Quad.

SKI POLL SCORES
Terrain & Conditions: 76.9
Accomodations: 58.9
Town Ambience/Amenities: 70.0

Lifts & Lines: 77.2
Food: 73.2
Service: 71.4
Overall: 70.0
Wheelchair accessible

23. HOTEL JEROME, ASPEN, CO.
Overall Score: 69.7 out of 100
24. TOPNOTCH AT STOWE RESORT AND SPA, STOWE, VT.
Overall Score: 69.4 out of 100
25. ALPENHOF LODGE, JACKSON HOLE, WY.
Overall Score: 69.2 out of 100

Top 10 U.S. Scenic Drives
Great Outdoor Recreation Pages, http://www.gorp.com/gorp/activity/byway/topten.htm
2001

Ranking	***Scenic Drive***	***State***
1	Seward Highway	Alaska
2	California 1	California
3	Beartooth Highway	Wyoming and Montana
4	**Zions National Park Scenic Byway**	**Utah**
5	Custer Scenic Byway	South Dakota
6	North Shore Drive	Minnesota
7	Old Spanish Trail	Lousiana
8	Vermont 100	Vermont
9	Blue Ridge Parkway	Virginia and North Carolina
10	Sea Islands	Georgia

Environment

Appendix Eight

1. **Oil Refining State Rankings, Environmental Defense**
   a. **Methodology**
   b. **Table of Worst, Mid-Grade, and Best Pollution Prevention Performance**
   c. **Criteria for Ranking Oil Refining Facilities**
   d. **Table of Utah's Oil Refineries' Rankings**

Oil Refining State Rankings, 1999
Environmental Defense
http://www.environmentaldefense.org/programs/PPA/cg/or/or_state_rankings.html

The Environmental Defense Fund compares the pollution prevention performance of states. The results of the state ranking are presented in the table below. The state rankings compare how states with at least four refineries performed in 1997, the most recent year for which right-to-know information was available at the time of the analysis (July, 1999). EDF also used the most recent volatile organic compound and sulfur dioxide data available for the 1996-1998 period.

Methodology for State Rankings

After excluding states with fewer than four refineries, EDF compiled state totals for each of the five performance indicators and divided these by the total state refining capacity, resulting in weighted average state performance indicators (see table below) with units of pounds of waste per barrel of processing capacity (lb/barrel/day).

State	**TRI Releases** Weighted Average (lb/barrel/day)	**TRI Transfers** Weighted Average (lb/barrel/day)	**Benzene (R+T)** Weighted Average (lb/barrel/day)	**AIRS VOCs** Weighted Average (lb/barrel/day)	**AIRS SO_2** Weighted Average (lb/barrel/day)
CA	4.80	2.27	0.06	11.90	21.84
IL	1.88	0.32	0.20	26.49	216.55
LA	5.07	0.47	0.16	18.54	33.41
MT	3.90	0.61	0.24	42.53	139.35
NJ	1.65	0.23	0.16	12.66	26.00
OH	1.30	0.44	0.14	12.83	42.61
OK	4.60	0.76	0.19	37.02	55.84
PA	2.99	0.71	0.28	9.68	26.11
TX	6.17	4.07	0.36	24.60	35.40
UT	**1.33**	**1.95**	**0.18**	**27.89**	**45.09**
WA	1.54	0.18	0.11	15.41	47.34
WY	5.57	0.05	0.40	71.64	108.77

EDF ranked the states from the lowest weighted average to the highest weighted average and then grouped each state into one of three categories.

Within each performance grouping, states are listed in alphabetical order. The number of rankable refineries in each state is listed in parentheses.

Worst Pollution Prevention Performance (bottom 1/3)	Mid-Grade Pollution Prevention Performance (middle 1/3)	Best Pollution Prevention Performance (top 1/3)
Montana (4)	Illinois (5)	California (16)
Oklahoma (5)	Louisiana (15)	New Jersey (5)
Texas (23)	Pennsylvania (5)	Ohio (4)
Wyoming (4)	Utah (5)	Washington (6)

This pollution prevention ranking uses multiple indicators that measure the amount of toxic and air (volatile organic compounds and sulfur dioxide) waste produced and divided by refining capacity (barrels per day). The indicators selected utilize public environmental data provided by the facilities themselves to federal or state governments, offering credibility and continuity to the rankings. The ranking focuses on waste production to emphasize the importance of utilizing pollution prevention strategies to avoid the creation of waste.

Criteria for Rankings Oil Refining Facilities

1. EDF's pollution prevention performance ranking methodology begins with the selection of multiple indicators that measure the amount of toxic wastes and criteria pollutants generated for each barrel of crude oil processed (measured as refinery capacity in barrels/day; one barrel equals 42 gallons). EDF selected the following indicators and data sources:

    a. **Release of toxic chemicals:** measures the mass of toxic pollutants released from facilities into the surrounding communities. These data are reported to the Toxics Release Inventory (TRI), under Section 313 of the Emergency Planning and Community Right-to-Know Act, U.S. Environmental Protection Agency (EPA), 1997 data.
    b. **Transfers of toxic chemicals:** measures the mass of toxic pollutants taken off-site for management or disposal, potentially impacting communities beyond those surrounding the facilities. These data are reported to TRI, 1997 data.
    c. **Benzene releases and transfers (sum of):** Benzene occurs naturally in crude oil AND can be produced as a product or byproduct of the refining process. Because benzene is a

carcinogen that is reported to TRI by virtually all refineries, this performance indicator enables a comparison of facilities without the added complication of correcting for how many chemicals each refinery reported to TRI. These data are reported to TRI, 1997 data.

d. **Volatile Organic Compounds (VOCs):** measures the quantity of smog-inducing VOCs released to the air by a refinery. Note that some VOCs are reported to TRI, and some are not. These data are drawn from source reports (facility emissions) from EPA's Aerometric Information Retrieval System (AIRS) database (downloaded on July 7, 1999). When necessary, state agencies were contacted to fill data gaps for particular facilities. Data represent 1996, 1997 or 1998 emissions.

e. **Sulfur Dioxide (SO_2):** measures the quantity of sulfur released from a refinery, which is a result of the crude oil used and the sulfur controls employed. These data are reported to AIRS. When necessary, state agencies were contacted to fill data gaps for particular facilities. Data represent 1996, 1997 or 1998 emissions.

EDF normalized these data by dividing the above indicators by the production capacity of each refinery. Production capacity as of January 1, 1997 was obtained from the Petroleum Supply Annual 1996 [Energy Information Administration, US Department of Energy], and crosschecked against EPA's Sector Facility Indexing Project (SFIP). *Note: We have included just the 5 mid-grade facilities in Utah and five from the worst and best pollution categories for illustration purposes; there are many other facilities that we have not included—outside of Utah).*

Worst Pollution Prevention Performance (bottom 20%)	**Mid-Grade Pollution Prevention Performance**	**Best Pollution Prevention Performance** (top 15%)
Lion Oil Co., El Dorado, AR	Amoco Oil Co., Salt Lake City, UT	Williams Co. Inc. (Mapco), North Pole, AK
Exxon Co. USA, Benicia, CA	Chevron USA Inc., Salt Lake City, UT	Huntway Refining Co., Benicia, CA *
Wood River Refining Co. (Shell), Wood River, IL	Flying J Inc. (Big West Oil), North Salt Lake. UT	Huntway Refining Co., Wilmington, CA
El Dorado Refining Co. (Texaco), El Dorado, KS	Inland Refining Inc. (Crysen), Woods Cross, UT	Kern Oil & Refining Co., Bakersfield, CA
Farmland Industries Inc., Coffeyville, KS	Phillips 66 Co., Woods Cross, UT	Paramount Petroleum Corp., Paramount, CA

e-Government

Appendix Nine

1. **Assessing E-Government, Genesis Institute, Brown University**
   a. **Website Security Policy**
   b. **Privacy Features**
   c. **Disability Access**
   d. **Language Translation**
   e. **Websites with State Services**
   f. **Websites offering Democratic Outreach**
   g. **Responsiveness**
   h. **Use of Advertising for Other State Services**
   i. **Online Information Available**
   j. **Various Online Features**

Assessing E-Government--Rankings of State Government Websites

Darrell West, Brown University
Inside Politics, Genesis Insititute, Brown University
September, 2000
http://www.insidepolitics.org/

Categories	*Utah's Rankings*	*Absolute Statistic*	*Top 10 States*
Overall Ranking	**21**	41.00%	Texas
			Minnesota
Criteria			New York
Percentage of State's Websites Displaying Security Policy	**29**	0.00%	Pennsylvania
Percentage of State's Websites with Privacy Features	**12**	7.00%	Illinois
Percentage of State's Websites with Disability Access	**26**	11.00%	Kansas
Percentage of State's Websites with Language Translation	**27**	0.00%	North Dakota
Percentage of State's Websites with State Services	**30**	14.00%	Florida
Percentage of State's Websites offering Democratic Outreach	**not avail.**	not avail.	Missouri
Responsiveness	**"**	"	Oregon
Use of Advertising for other State Services	**"**	"	
Online Information Available	**"**	"	
Various Online Features	**"**	"	

Utah in General

Appendix Ten

1. **Economic Development Report Card, The Corporation for Enterprise Development (CFED)**
   a. **Performance**
   b. **Business Vitality**
   c. **Development Capacity**

2. **Economic Report to the Governor, Social Indicators**
   a. **Crime**
   b. **Education**
   c. **Vital Statistics**
   d. **Health**

3. **The Camelot Index Ranking of States**

4. **50 Best Big Metro Areas, Inc.com "Hot Zones"**

5. **The World's Top 50 Airports, Airport Council International**

October 17, 2000

Utah Makes "Honor Roll" in Economic Development Report Card

Experts Cite New Job Opportunities, a Highly Educated Workforce, and Sound Infrastructure, (The Corporation for Enterprise Development (CFED).

WASHINGTON, DC – Utah continues to excel economically, with large numbers of new job opportunities, a strong, highly educated workforce, and investments in infrastructure and innovation, according to the *2000 Development Report Card for the State*s. The 14 th annual *Development Report Car*d, released online at drc.cfed.org by the non-profit Corporation for Enterprise Development (CFED), is the most broad-based rating of economies of the 50 states with more than 70 indicators taken into account. Based on three main economic indices assessed, Utah made the report's "Honor Roll" – states scoring an A or B in each index -- by scoring an A in Performance, an A in Business Vitality, and an A in Development Capacity. CFED's analysis of Utah's strengths and weaknesses reveals:

- **Performance:** Utah once again earned an A this year, continuing its impressive performance on a variety of measures in this index. The state has ensured economic opportunity is widely available, as evidenced by its good employment growth, low poverty and infant mortality rates, good income distribution, and lack of disparity between rural and urban regions.

- **Business Vitality:** For the second year in a row, Utah received an A in this index, showing improvements in its competitiveness with out of state businesses and maintaining good diversification throughout its economy. The state also has a good amount of Entrepreneurial Energy, ranking 5 th in new companies. One impact these new companies may be making in Utah is numerous job opportunities, since Utah has the highest new business job growth in the country.

- **Development Capacity:** Utah earned an A in this index as it continues to make necessary investments. Interestingly, although the state ranks near the bottom in teacher salary and last in education expenditures, students still perform well, with a high graduation rate. Utah also enjoyed a strong workforce, with large numbers of adults obtaining high school and college educations. The state's other area of strength is its investments in infrastructure. The state has little highway or bridge deficiencies or unmet sewage treatment needs, and has made critical investments for the future with its digital infrastructure.

Nationally, the report finds that the Industrial Midwest and the Northeast are the strongest regions economically. And, the report gives Colorado, Utah, and Massachusetts straight A's. They are joined on the "honor roll" by six other states – Connecticut, Delaware, Michigan, Rhode Island, Virginia, and Washington – that earned all A's or B's. Eleven states got an F in at least one of the three categories.